

1 (UNEDITED ROUGH DRAFT)

2

3 November 16, 2005

4 Conference day three

5

6 NEW SPEAKER: Good morning. Hello.

7 Welcome, it's great to hear that buzz, it

8 means a lot of people are talking and

9 networking and that's what this is all about.

10 So I hope you guys are already sharing ideas

11 and having good conversations.

12 I'm bob S, director of public affairs

13 for the Virginia dent of emergency management

14 and I want to thank you all for. Welcome to

15 the 2005 public safety Outreach Conference.

16 Just a couple of housekeeping things. The

17 bathrooms are out these doors to the left on

18 the right-hand side of the hallway. They are

19 near the shoe shine stand. Already, it's a

20 little early.

21 Also the fire exits, you see the doors

22 are all marked with exits, but mostly out

23 this door, you can either go to the left to

24 the front entrance or there's another door to

25 the right here. The registration is in the

1 capital room if you have not already register
2 that's kind of our headquarters for the
3 conference, so if you have any questions or
4 anything like that, that's where you can head
5 to and we will also have snacks throughout
6 the day available.

7 And lunch is going to be a little bit
8 of a deviation from what's in your agenda
9 lunch is in the pavilion room which is kind
10 of like a 10 liking. I'm not exactly sure
11 how to get there, but it's not going to be in
12 the room that's in your agenda. And those
13 who are up for vegetarian meals make sure you
14 go to the registration desk and let them know
15 and they have tickets for you. So make sure
16 you do that and you can do that during the
17 break.

18 Before we get going, I want to thank a
19 lot of folks who did work to get this
20 conference going. Laverne, Sheena, Hanna,
21 Joley and they may not all be in here,
22 there's Laverne in the back. Anna, Joley, R
23 E X, Beth, mark and Suzanne and mark and
24 Suzanne are the main ones who drove this
25 conference and got together and I just want

1 to thank them. If you guys see them
2 throughout the day, just thank them for their
3 work and also they are the ones to go to if
4 you have any questions or you can come to me
5 if you have any questions or concerns or
6 ideas for a future conference. We would be
7 glad to hear them.

8 Now initialled like to introduce our
9 first speaker of the day, Janet Clements, she
10 is the chief deputy state coordinator for the
11 defence of emergency management and she is my
12 boss, she oversees the operational aspects of
13 the agency and she's been involved in more
14 than 25 federally declared disasters over the
15 year. She start her career in the public
16 affairs office and served there for many
17 years being involved again in a lot of
18 different disasters and event.

19 Most importantly for this group she was
20 invite by governor mark warner into his
21 office to start the Virginia sit I couldn't
22 Corp programs in 2002 and she has continued
23 to nurture and support these programs over
24 the years and she's one of the main reasons
25 for their success today. So please help me

1 or join me in helping welcome Janet today.

2 MS. JANET CLEMENTS: Good morning
3 everyone and thanks, bob for that
4 introduction.

5 Certainly I want to welcome you all to
6 what I think is the fifth annual public
7 safety Outreach Conference. And it's
8 wonderful to look out into the audience and
9 see so many folks that I've worked with over
10 the years and see many other people that I
11 know that are so active in helping to make
12 this Commonwealth better prepared for
13 everything from emergencies to crime safety
14 and the full range of things that fall under
15 public safety.

16 And the work that you all do is so
17 every vital in making our state better
18 prepared to deal with some of the things that
19 I'm going to talk about in a few minutes.

20 But, this years theme is keeping
21 everyone safe. Outreach to a diverse
22 community. And I think that that is
23 certainly a very timely topic, given what we
24 saw back in August and September with the
25 hurricanes that hit in the Gulf Coast region.

1 And when we look back at lots of the
2 lessons learned and that type of thing from
3 both Katrina and Rita, I think one of the
4 things that stands out is the public's role
5 in preparedness how they react, how they deal
6 with situations. And that's where you all
7 come in. And that's why what you do is so
8 every, very important.

9 And I think one of the big things we
10 learned with both Katrina and Rita is that we
11 need to really look at everyone, all of those
12 people out there who are depending upon us to
13 help get them prepared, especially those who
14 are most vulnerable. And those groups
15 include some of the elderly, the low income,
16 disabled, medically frail, people who don't
17 speak English, people who have cultural
18 differences.

19 Disasters are difficult for everyone,
20 but for those groups that I just listed, they
21 are even more difficult. And that's where we
22 need to, I think, it's a huge challenge for
23 us to step up and try to reach those
24 audiences and I think that Katrina and Rita
25 hopefully will give us both the attention and

1 the resources to do that.

2 I think that another thing that looking
3 back at the 2005 hurricane season, it
4 certainly emphasized the value of volunteers
5 and the role that citizen play in keeping our
6 country safe. You know, you look at
7 Red Cross, I mean, if I start trying to list
8 all the organizations, the community based,
9 the VOADs, the citizen Corp programs, the
10 list could go on and on. But they are the
11 folks that help meet the unmet needs. And I
12 can tell you given the catastrophic nature of
13 what we have seen this year, there are many,
14 many unmet needs and those groups have been
15 phenomenal in stepping up to the plate.

16 It's also very reassuring to know that
17 here in Virginia we have some 54 citizen Corp
18 groups who are ready and able to step up and
19 assist here not only in Virginia, not only in
20 the neighborhoods where they reside, but also
21 across the country. And many of those folks,
22 especially the CERT volunteers were very
23 active in responding back in 2004 to the
24 hurricanes that hit Florida, they have proven
25 their worth here in Virginia after Isabelle,

1 after gas tone, so we are really proud of
2 what citizen Corp has done here in Virginia
3 and I want to tell that you governor warner
4 is certainly proud of that. As bob mentioned
5 earlier governor warner back in 2002 that had
6 vision. He saw what was going on after 9/11,
7 he saw the sense that the public want tore
8 more involved and so he had that idea to do
9 what we call now Virginia Corp and the
10 citizen Corp programs are a key component of
11 that.

12 And it was through that vision and the
13 support that he gave to kind of kick start
14 that program that I believe is why Virginia
15 programs are so successful right now. And I
16 know that he lists the Virginia sit I corn
17 Corp effort as one of the items that he is
18 most proud of during his administration. I
19 think he sees it as a legacy and you all
20 should feel very proud because I know he is
21 proud of what you all have done to make this
22 program not only successful in Virginia, but
23 our program is no one nationally as one of
24 the best it and it's because of the work that
25 you all do.

1 In this conference over the next few
2 days you are going to learn lessons learned
3 from Katrina a lot of focus will be there,
4 but you are also going to hear how to best
5 communicate with each other, communicate with
6 your audiences, partner with various
7 organizations and reach out to hit some of
8 those diverse population that is I mentioned
9 earlier. And my challenge to you today is to
10 learn from what you get here over the next
11 few days and take that back and try to reach
12 all of those people that are depending on
13 you.

14 You know, the public safety business is
15 really full of heroes. Police officers,
16 firefighters, EMT, emergency management folks
17 and, many, many others. And that list is
18 long, but when I look out into the audience
19 the work that you all do is also heroic. And
20 when you -- if you watch television during
21 Katrina and my eyes seemed to be stuck on CNN
22 because it was just amazing what was going
23 on, the misery, the tragedy but also the
24 spirit of those people who were out there
25 trying to make a difference to help people.

1 Those rooftop rescues, all the work that was
2 going on. There was a lot of negative
3 publicity, but there was a lot of good work
4 that went on in that Gulf Coast area to try
5 save lives. And you look at just here in the
6 Richmond area last year when gas tone hit,
7 there was a sudden storm, wasn't predict to
8 cause that much problem, but downtown
9 Richmond had about 14 inches of rain
10 barrelling through the bottom, there were so
11 many people who put their lives at steak to
12 save others.

13 And although we had about 9 fatalities,
14 there could have been many, many more if not
15 for the heroic activities of those in this
16 public safety business.

17 So, those are the things we see on CNN
18 and on the weather channel, but the work that
19 you all do every day to reach out to
20 audiences to help them be prepared, that's
21 the work that helps people be self-sufficient
22 and make those wise decisions before an
23 incident occurs to better safeguard their
24 lives.

25 So, while you might not see those lives

1 or you might not individually know the lives
2 you touch or the lives you save, rest assured
3 that the work you all are doing to get the
4 public prepared is in fact life saving work
5 and it's something that you should be very
6 proud of. I know I certainly am of the work
7 that you all are doing.

8 I want to thank you for being here
9 today. I want to thank you for the support
10 you give to the Commonwealth to make it
11 safer, I hope you are going to learn some new
12 Skills. Meet new and take back some
13 information that will help you continue to
14 keep making a difference in people's lives.

15 Thank you very much.

16 I'm going to go ahead and turn it over
17 to Suzanne Simmons who is going to kick off
18 the next panel.

19 MS. SUZANNE SIMMONS: I apologize for
20 the holdup. Just trying to gather the panel
21 together. I'm Suzanne Simmons, I'm the
22 volunteer coordination program manager for VD
23 AM and those of you also know me as the sit I
24 couldn't point the contact for Virginia.
25 It's great to see everybody here today. I've

1 seen a lot of you all week long but there's a
2 few new case faces in the crowd and I welcome
3 you.

4 First before I start speaking I would I
5 would like to call all the panel members up
6 if they would come get situate while I make
7 introductions and a little bit of small talk
8 here.

9 We have to download one Power Point, I
10 think, because we had someone come from
11 Virginia Beach and it's a long drive in the
12 morning.

13 So, if you would be a little patient
14 while we get this together & as I'm saying,
15 unfortunately every year it seems that we
16 have a lessons learned panel. I'm hoping
17 that one year when we have this public safety
18 Outreach conference we won't have a large
19 disaster that year and we won't have to put
20 together a panel of experts at the very last
21 minute.

22 This panel is a diverse group of people
23 that volunteered or worked in some capacity
24 down in the government states during cat
25 reason A. we have pulled together folks that

1 worked with animals, folks that worked with
2 spontaneous or convergent volunteers x one
3 our guess sincere a public information
4 officer. So I will begin with the
5 introductions, we have Sharon Adams who is
6 the executive director for the Virginia Beach
7 SPCA.

8 Dawn Eischen, who is the public
9 relations manager for the Richmond district
10 of the Virginia Department of Transportation
11 and her role in the gov states was in
12 Louisiana as the deputy state public
13 information officer.

14 On your agenda it says that Ellen
15 fuller is here from Virginia Beach,
16 unfortunately she had a mayors event this
17 morning, so we have Dennis walker who is the
18 Chesapeake CERT member and was in the Gulf.
19 He just retired after 37 years in the
20 railroad industry and responded the very next
21 day with the Red Cross to the Gulf States.

22 In addition, we have Carolyn Kincaid,
23 who is the executive director of the
24 volunteer center of the Virginia peninsula.
25 And she was sent down to develop a volunteer

1 center at a two on.

2 Call center and she was matching
3 volunteers and resources together.

4 And finally we have Edwina Juillet.
5 Sorry. Juror Juillet, who is the co-founder
6 and executive director on the national task
7 force on fire and life safety for people with
8 disabilities and she is here representing the
9 national organization on disability and will
10 speak to some work that was didn't on the
11 ground in finding out about what was being
12 done with those with different and specific
13 needs during the disaster.

14 So, without further ado, are we ready.

15 Okay. We will start with Sharon.

16 MS. SHARON ADAMS: Good morning. It's
17 like church, you are all back there instead
18 of up here. I.

19 I want to thank you very much for
20 having me and I also want to tell you how
21 proud and grateful I am for those of you who
22 do the work that you do. You are public
23 servants and you are volunteers and you keep
24 citizen safe and I think that's a remarkable
25 wonderful thing.

1 Very quickly I want to tell what you
2 our deal is with Virginia?

3 THE WITNESS: The Virginia SPCA is a
4 private shelter in Virginia Beach, 40 years
5 old we are independently funded and governed
6 we are the largest in Hampton Roads and nor
7 13 years we have been taken in animals as a
8 consequence of a disaster if their owner has
9 to be evacuated out into a shelter or
10 evacuated for any reason, as well as managing
11 the animals as first responders. What we
12 know is that folks care deeply about these
13 family members as well and they make
14 decisions predicate on that.

15 So, we are open 24 Hurst a day and
16 during Isabell, we took in 180 animals in
17 addition to the 165 that we had with no water
18 and no electricity for a week.

19 So it smelled wonderful.

20 We new that we were going to be
21 involved with Katrina, like you, it was a
22 heartfelt response. We also new we had some
23 expertise. We decided that the way we would
24 be involved was to participate with an
25 organization that we located that was on the

1 ground before the disaster, was going to be
2 on the ground after the disaster.

3 We were not interested in some sort of
4 quick emergency rescue operation that's not
5 where our skill set is. There were tons of
6 people doing that, probably far too many. It
7 was not well coordinated and we did not feel
8 that we would be as productive as if we
9 associate ourselves with an organization that
10 was going to be there for a while.

11 We were in touch with and involved with
12 folks on the ground from the first day.
13 Actually from in advance of the first day.
14 New Orleans SPCA, every smartly got all of
15 their animals out of shelter the Saturday
16 before the storm and they were all in
17 Houston. So, she had 100 percent evacuation
18 at the New Orleans SPCA and saved all of
19 those animals. We did a lot of things for
20 the first three weeks, he took in a lot of
21 animals from people who had been evacuated,
22 sea ah animals in our clinic for free. We
23 began collecting material, refrigerators,
24 washing machines, dryers, computers, because
25 the shelter that we hose the human society of

1 Mississippi, its roof had blown of, its
2 animals had drown and two-thirds of their
3 staff quit. And they take in 16,000 animals
4 a year anyway. So that's where we decided to
5 focus our effort. We also became involved
6 with LSU. That was an emerging shelter that
7 was developed by the veterinarians at the
8 Louisiana state university. We went to golf
9 port and to New Orleans. We took 8 staff
10 members, a board member and a volunteer. And
11 these people volunteered to go, we slept on
12 the ground in base, and I am getting too damn
13 old for that E and drove 19 hours, I'm
14 getting too damn old for that, too E but,
15 that's part of our crowd.

16 For those of you how many went, how
17 many actually were down there. You know,
18 that's what you saw and you saw mile upon
19 mile upon mile of it. And it is heart
20 breaking if you are work for a humane
21 society, you are by your every nature a
22 compassionate and carrying human being and
23 it's a very difficult thing to see. And we
24 couldn't speak about it very well, I've
25 didn't a lot of speaking since then because

1 it was so moving.

2 That's what the shelter looked like
3 when we got there, that's what the shelter
4 looked like frankly before Katrina hit. It's
5 a lousy place in a poor part of the world
6 where animals have very little value.

7 The question becomes why should we
8 invest resources and time and energy and
9 carrying about animals during the disaster.

10 There are people to save after all and,
11 they are the number one priority. I spent
12 most of my professional life in the people
13 saving business, so I understand that
14 question.

15 There's one reason, there's another,
16 what we know is that if we don't take that
17 into account in our planning and replanning
18 activities, then we have developed obstacles
19 to successful outcomes and nobody wants
20 failure. It's public, it's painful and it
21 means something when you fail in saving
22 people's lives.

23 In 1908 study at Ohio university showed
24 that 28 percent of pet owners indicate that
25 they would not leave their pets even with a

1 nuclear disaster evacuation notice. That was
2 25 years ago, I don't think that number has
3 gone down quite frankly.

4 FEMA in 1983 in their post planning
5 report indicate that evacuation plans that
6 don't take pets into account were fatally
7 flawed.

8 I wish we learned from our wisdom.

9 So, what did we learn and what do we
10 suggest. That is Sharon putting up a tent.
11 That's Sharon not actually putting up a 10.
12 That's Sharon staring at a tent wondering how
13 you put up a 10 at 2:00 in the morning,
14 someone finds that every amusing on my staff.

15 What do we need? And I'm going to say
16 what we need rather what we have learned.
17 I'm going to talk about what we have learned
18 briefly but I don't have but a second and I
19 tend to care more about how to get to the
20 next point perhaps than where we have been.

21 What we found, what we learned and what
22 I think everybody who had anything to do with
23 the situation in the Gulf Coast learned, and
24 I think this is a universal lesson is that we
25 have to have an established process for

1 coordination, communication and resource
2 distribution. It was -- there was just stuff
3 everywhere, people everywhere, folks could
4 not get from point A to point B, activities
5 that used to take 20 minutes to get from golf
6 port to New Orleans took an hour and a half,
7 we were in Biloxi, you couldn't get across
8 that town, there were materials that were in
9 one place that there were no vehicles to get
10 them to another place.

11 We also learned that there needs to be
12 mutual respect and support for the concerns
13 and talents that each individual and
14 organization bring to the table.

15 And fortunately with all disasters
16 that.

17 Unfortunately with all disasters that
18 I've been involved with is that there's a
19 whole lot of ego going on and it ain't pretty
20 and it just gets in the way of so much stuff
21 and it saps energy and part of that shows
22 there is a lack of understanding about what
23 everyone can do, can bring to the table, what
24 your skill sets are.

25 Interagency and organizational

1 knowledge has so the plans can be implement
2 with fewer obstacles, emergency shelters that
3 allow pets, community response teams.

4 That's what our vehicles looked like.
5 Try getting animals out, 180 animals out of a
6 truck stop to walk them when they are packed
7 like that. We were very popular though, I
8 tell you.

9 Some states have, and I wish Virginia
10 did, something called SART. We are exploring
11 trying to find out if anyone in Virginia is
12 go to be getting one, but it's a state animal
13 response team that is affiliate with an and
14 organized with the other emergency folks.

15 We have had -- I have done -- I have
16 sat in more disaster planning meetings than I
17 ever wanted to do. And we all have disaster
18 plans on the shelf and we have all talked to
19 one another and yet when the disaster hits
20 nobody seems to know what they are supposed
21 to be doing. The SARTs are where they are
22 working well are organizations that are part
23 of the existing planning for disasters with
24 the emergency management personnel.

25 The teams are organized under the

1 auspices of the state local emergency
2 management systems. And the use of: At the
3 local level they are called CART. And what
4 it does is requires that we know each other
5 before the disasters.

6 I'm going to move on because I see
7 someone checking their watch which tells me
8 that I need to shut up.

9 What did we learn? There's no way that
10 my aged eye can read that. I don't know
11 whether you can.

12 We learned that there is enormous
13 reservoir of good will and resources and
14 energy that can be brought to bear and will
15 be brought to bear on these disasters,
16 frankly whether you want it or not. Whether
17 those of you who see yourselves as
18 professional in this area want people to stay
19 out of the way, that is not what is going to
20 happen. At least in my experience. Folks
21 are going to flock to the disaster. They
22 feel compelled to help, they feel compelled
23 to do something. And if we try to pretend or
24 try to suggest that they are not going to
25 come and then have no plans to deal with them

1 when they do, we are being silly, in my view,
2 because what we found if Katrina was huge, I
3 mean, I was in a setting with the National
4 Guard had to be called in and guns had to be
5 drawn and it was just from silly nonsense,
6 ways of energy and time. Folks are going to
7 come, especially if the disaster is of a
8 level like Katrina and plans have to be put
9 in place to deal with them and to utilize
10 them and to utilize that energy.

11 We learned that our inability to
12 develop relationships among local state and
13 federal officials and this is true for the
14 animal crowd as well as everybody else,
15 became obstacles to success.

16 If a disaster happens in your
17 community, you believe that nobody cares
18 about that as much as do you and so when
19 folks come in from other parts of the world,
20 there could be a certain level of arrogance
21 about them, there can be a certain level you
22 don't understand what we are doing, there
23 could be culture clashes, again, it's very
24 unhelpful. And it is a time and energy
25 waster.

1 We learned that folks who lack planning
2 and particularly folks who lack a desire and
3 willing mess to recognize that people with
4 pets are not going to leave happily, are
5 going to be frustrated in their desire to
6 ensure compliance with evacuation plans.

7 You can rail against it, you can say
8 they are stupid, you can say you don't
9 understand t you can get frustrated about it
10 and some places in New Orleans you can shoot
11 the animals but that does not get the jobs
12 done. It's a public relations nightmare and
13 it is a failed policy because we have known
14 FEMA has known for 22 years, the Ohio
15 university has told us for 25 years that
16 folks see their pets as members of their
17 family. And if you do not take that into
18 account, are you asking them to leave members
19 of their family behind.

20 Good people don't want to do that.

21 There are some success stories I just
22 want to mention, too, the mayor of gallon I
23 have continue allowed folks to leave her city
24 with their animals in carriers on the bus out
25 of town. And she had no difficulty. Her

1 name is Lida Ann Thomas, if you don't believe
2 me, call and ask her, she's willing to talk
3 about it. She knew it was a problem and she
4 dealt with it before it became a problem in
5 her city. The mayor of Houston created two
6 shelters in his city, Salvation Army shelters
7 that allowed people to evacuate with those
8 shelters with their pets, their pets with
9 kept in an adjacent area within the building
10 but outside of the living quarters. And
11 again, I think he would tell you that it was
12 a enormous success and create a lot of good
13 will if his city.

14 These were folks who were smart enough
15 to learn from previous mistakes and smart
16 enough to learn from other people's mistakes
17 and I think effectuated a very good policy.

18 Thank you.

19 MS. SUZANNE SIMMONS: Thank you,
20 Sharon. Since some of my panelists arrived
21 at the last minute, we really didn't set our
22 order. So, the next person speaking is Dawn,
23 and I'm announcing this as much for their
24 benefit as yours. Then she will be followed
25 by Caroline and Dennis, and finally we will

1 end up with Edwina.

2 MS. EISCHEN: It feels a little funny
3 to be here and not actually be running this
4 show. Some of you may know me, I used to be
5 at the Department of Emergency Management and
6 public affairs and I have since moved to the
7 Department of Transportation as their public
8 relations manager for the Richmond district.

9 So that was in June.

10 So, anyway, why am I here today. Well,
11 I was down in Baton Rouge for a couple of
12 weeks, I just got back about a week ago,
13 actually got back in town because I took a
14 vacation after being down there for two hours
15 week working 12 hours a day, 7 days a week so
16 I had to go on vacation so of course I went
17 to the outer banks, big hurricane target.

18 But, anyway, let me talk about what I
19 experienced she I was down there because I
20 was in the role of public affairs. And I'm
21 not seeing a whole big group of public
22 affairs folks here today, so I'm hoping that
23 you will convey to them what I'm going to
24 tell you today what I learned.

25 I was the deputy state lead P I O while

1 I was down there, so I basically was in the
2 same position that I had here except I was
3 down at Louisiana serving under mark Smith
4 who was the state lead PIO for their
5 Department of Emergency Management and I
6 worked out of the joint field office in
7 Baton Rouge with alongside FEMA and some
8 other voluntary agencies. So it was a really
9 interesting experience having been here in
10 Virginia for three years doing that same role
11 and then going down to Louisiana to see how
12 they do things down there. And it's a little
13 different.

14 First of all, something -- I sat down
15 with mark Smith and I talked with him about
16 what type of Outreach did they do prior to
17 Katrina. And I wanted to see maybe if it's
18 something that they did different than we do,
19 the same, what was that. Well, he said that
20 they did preparedness campaigns just like we
21 do here in Virginia, they partner with other
22 agencies, just like we do, they did a
23 brochure with the Department of
24 Transportation and emergency management just
25 like the evacuation brochure that we just

1 sent out this year. And they did media
2 blitzes on hurricane preparedness. Sounds
3 pretty similar to what we do, doesn't it.

4 Well, I think one of the main
5 differences that I saw is that there
6 department of emergency manage for the state
7 only has one public affairs officer and he
8 does everything. So, you know, here in
9 Virginia we have five in public affairs, down
10 there they have one. So I think part of the
11 reason why they weren't able to do as much
12 Outreach as we do here is because they don't
13 have as much resources.

14 But, what I want to really stress about
15 that point though is they were doing, they
16 were giving out a lot of same messages that
17 we give out here in Virginia. I don't want
18 to scare anybody, but you know, from what he
19 was telling me, they tell them the same thing
20 we tell people. But, look what happened. So
21 eye ER I want to get it in your heads today
22 is this can happen here, okay. We are
23 getting the message out to people, we are
24 telling them what to do, but it's up to them
25 to do what we tell them to do.

1 So we have to find ways to convince
2 people that this can happen here. Yes,
3 Isabelle was a bad hurricane, but it was not
4 that bad. If a category four came up and hit
5 the outer banks and came up through Virginia
6 just like they tend to do, what would happen
7 here?

8 Pretty much the same thing. We have
9 flooding -- we have areas that flood pretty
10 frequently when we have bad storms. We have
11 a coastal area that was very prone to
12 hurricanes that has had hurricanes and
13 something else that I noticed since I was
14 this Baton Rouge and if some of you who are
15 familiar with that area, Baton Rouge is about
16 an hour and 45 minute drive from New Orleans,
17 about the same amount of time from Hampton
18 Roads to Richmond.

19 So, I thought, okay, so Baton Rouge
20 pretty much became the I guess where people
21 lived and then would go back to New Orleans
22 to check their homes to work if they could
23 work, Richmond, this area could easily be
24 that if we had something similar to what they
25 had.

1 So what I'm trying to say here is let's
2 get these host ST communities ready, because,
3 yeah, we can tell everybody how to be
4 prepared but what about the host communities,
5 what about the Richmond, the Lynchburg, the
6 Pittsylvania counties, what about those
7 communities. That's where people are going
8 to flock to the people that already live in
9 those areas, they need to know how to be
10 ready for those people, the schools, the
11 hospitals were inundate so we immediate to
12 get those people ready. I know we spend so
13 much time getting the people that are prone
14 to hurricanes and those areas prepared, but,
15 the HO ST communities, they might not get a
16 direct hit most likely but they are going to
17 get inundate with evacuees. And something
18 else I noticed that was lacking is the public
19 inquiry line, they didn't have one. So the
20 public was just calling whoever this can
21 find, government official, whoever answers
22 the phone to ask their questions. I called
23 the different localities down there and I
24 said do you have a public inquiry line,
25 hotline, whatever, no. We don't have one.

1 So, I'm telling you right now in your
2 locality, if you have a public inquiry line,
3 good for you.

4 If you don't, get one. Because the
5 public was just craving for that information.
6 They were calling whoever they could get on
7 the phone to find out where do I go, who do I
8 find out where I can get in touch with my
9 family that's missing. The Red Cross really
10 did a lot of that for them. They had public
11 inquiry line, I believe. But, it wasn't
12 really focused as much on the government
13 assistance that was available it was more
14 focused on the Red Cross assistance, which is
15 fine, I used to work for the Red Cross, I
16 know how they work.

17 But, there really needs to be if you
18 are hear here from the government level you
19 really immediate to have some kind of public
20 inquiry line or somebody that could staff a
21 phone center to answer people's questions,
22 because, I mean, if you have to get a
23 generator to run that office, do it. Because
24 people even if they don't have power, they
25 will be calling on the phone. We found that

1 out in Isabelle, too. Another thing I
2 noticed the state relationship with the local
3 government was not as good as it could have
4 been. And I'm talking more in the public
5 affairs arena. What I'm talking about here
6 is mostly Outreach and public affairs, not
7 necessarily operations.

8 The state PIO for emergency management
9 did not know who the local PIOs were. I
10 asked him when I got there, I said okay, who
11 the PIO in New Orleans who is the one in St.
12 Bernard's Parish, he didn't know. He had
13 never talked to these people before.

14 Now, I will have to give him this, he
15 had only been in the position for about 9
16 months, so he hadn't been there have long
17 before he was thrown into Katrina, so just
18 another note, get to know the other public
19 information officers, the other Outreach
20 people in your surrounding areas so that you
21 can coordinate.

22 Something else is just like Sharon
23 mentioned, pets and individuals with
24 disabilities, very lacking in the Outreach of
25 those areas. I talked to him a little bit

1 about that, and he said, yeah, we can do more
2 in that area that they have brochures that
3 they have put together with that information
4 in there. But as far as grass roots efforts
5 to get that message out, they really relied a
6 lot on the Red Cross, but as far as the
7 government trying to get that message out it
8 wasn't as likely.

9 Like we see here in Virginia.

10 And then lastly is the media. Huh, I
11 made that one last because that's a huge, I
12 mean, we could probably do one full
13 conference on that subject.

14 But, the media in the field that was in
15 New Orleans, the ones that we saw on CNN,
16 fox, I don't know if you know this, but they
17 rarely or never contacted the state EOC to
18 get information. They were out there
19 reporting on what they saw. They weren't
20 calling anybody like they did here in
21 Isabelle, calling them saying hey what, is
22 going on, what's the state doing. Didn't
23 even do that. They were out there and they
24 were just like doing whatever they felt they
25 needed to do.

1 And in some cases the governors office
2 and the emergency management didn't know what
3 was going on until they turned on the
4 television and saw what CNN had on there.
5 They didn't even know that there were people
6 at the convention center until they turn on
7 the television set.

8 Okay. But, you know, that's just like
9 I said, that's another subject, we can go
10 into that later if you all want to ask
11 particular questions about that, I can talk
12 about t but that's pretty much the main
13 things that I saw while I was down there and
14 I will take your questions later, thanks.

15

16 (Applause)

17

18 MS. KINCAID: Good morning, again I'm
19 Carolyn Kincaid. And I've spent a large part
20 of September in Monroe Louisiana, my
21 experience was a little bit different from
22 most of the speakers that you will be hearing
23 during this conference. Every time I turn
24 around someone is saying tell me about your
25 experience, well, two wards have defined my

1 experience, awesome and heart breaking. I
2 was called by the points of light and the
3 volunteer center national network to join
4 with colleagues from around the country to go
5 to a 211 call center in Monroe. That call
6 center was receiving calls from victims, from
7 people wanting to help, people who want to
8 give things, you name it. All 211 -- all of
9 the cellphone calls from around the area were
10 coming into that particular call center. We
11 were receiving calls from Texas, from
12 Alabama, Mississippi and all over lose an a
13 of course, the calls piqued at 4800 per
14 minute.

15 They averaged about 2500 a day, while I
16 was at the call center.

17 Now, just to set the scene for that
18 call center, this center had a memorandum of
19 understanding with southern Louisiana that in
20 the event of a disaster they would provide
21 the services needed to manage the disaster
22 for their particular area there.

23 Well, they had a memorandum of
24 understanding, but they didn't have the
25 things in place to meet the memorandum of

1 understanding. So, I guess lessons learned
2 from Katrina are lessons learned that are put
3 into practice. So I hope we remember that
4 when we leave this conference.

5 I came back with a desire to really
6 look at our communication, what we are saying
7 we can do, what we tell people our capacity
8 is and really determine can we provide that
9 Bill of goods when the time comes.

10 In Monroe it was an interesting
11 situation as the call center required about
12 100 volunteers 24/7. When I arrived there,
13 their capacity had been 3 call center
14 operators in a small United Way office. I
15 did not understand that I was going actually
16 to help build a volunteer center to respond
17 to the calls that were coming in. So when we
18 arrived, we were in crisis mode. And we loss
19 about two precious weeks of providing
20 services not only to victims, but to those
21 individuals who had items to help and to
22 those individuals who want to come ask help.

23 So, I was dubbed quickly the crazy
24 agency lady, because you are a little crazy
25 when you are trying to get things together in

1 the midst of a crisis.

2 We had challenges right off the bat.
3 As we came together, we met the staff and we
4 were told you can speak to this nonprofit,
5 but you can't speak to this nonprofit & it
6 was a sad situation. And I think I heard
7 Sharon talk about establishing processes and
8 establishing relationships is so, so
9 important before a disaster strikes.

10 So, gist a lesson learned here was to
11 make sure your relationships with nonprofits
12 and other organizations active in disaster
13 are strong and will holdup in the midst of a
14 disaster.

15 Another is, you know, just the fact
16 that volunteers, they do feel a compelling
17 need to come and offer services. And many of
18 them just call and they say, you know, I have
19 to, you just don't understand, I have to go.
20 Well, we are talking about, you know, 7,
21 8-foot of water, there's no place to go to,
22 people are going in their trucks, going in
23 their vehicles down there, and being turned
24 away. There was nothing to do.

25 So, part of our feet was to be able to

1 talk to the volunteers and say to them please
2 wait, you are needed, you are valuable, we
3 need your help, but please wait until the
4 water subsides and we have a place to use
5 you. Some of them had contained vehicles and
6 many of those we were able to give them some
7 instruction on where to go and how to be
8 helpful.

9 My position there was receiving calls
10 from around the country from Wisconsin to
11 Montana of trucks that were deployed to the
12 area with no place to go. Some of those
13 trucks were turned away because they had no
14 place to drop their loads. So, our position
15 in Monroe was to determine where the shelters
16 were, had a daily report on their needs and
17 to provide the resource to keep those
18 shelters alive and well and the people in
19 them alive and well.

20 Many of the trucks that came into the
21 area were sent from New York, sent from
22 places that very unusual situations, one was
23 a truck that were being deployed by the
24 band, the doors, if somebody at my age
25 remembers that band, but that band originate

1 in the New Orleans area, so they were just in
2 a heart broken and they want to do something
3 to help so they were sending truckloads of
4 items that we determined at the call center
5 would be necessary to help particular
6 shelters.

7 You have to keep in mind that the
8 shelters in the area of the Red Cross
9 shelters probably were able to take care of
10 maybe half of the shelters that actually
11 popped up, calling them emergency shelters in
12 church, pop up shelters. We had one shelter
13 that we were managing that had just opened
14 behind a Texaco gas station in a warehouse
15 that was setting out behind the gas station.
16 Well it was a warehouse full of hundreds of
17 people who could not get any further than
18 that particular exit on the interstate with
19 the gas that they had in their car. So we
20 were getting these calls from people begging
21 for ice, water, food, anything we could send.
22 And one of the greatest needs, of course, was
23 cots all over the area. And there was not
24 enough cots. You had the mayor of city
25 calling and saying please sent us some cots,

1 there were no cots to be gotten. I even went
2 to different corporations that made cots and
3 begged them to send us some cots.

4 So, it was an interesting situation.

5 But, the challenges were certainly
6 there, the shelter situation was critical,
7 the phone calls that were coming in were
8 heart breaking, I remember the morning we got
9 a call from a little young mother who had an
10 infant in a trailer. She was in lake Charles
11 and she chose not to evacuate when they told
12 her to evacuate. And she called on the phone
13 screaming that the walls were falling down
14 around her and her baby. The State Police
15 being not even get to her by that time. So,
16 there was a lot of situations like that that
17 people did not heed the warning, they did not
18 move and consequently lives were lost. We
19 had people in the call center that actually
20 lost family members and were -- lost their
21 homes and were working 12 hours a day to help
22 other individuals.

23 It was an awesome site N a situation
24 like this one in Monroe, wonderful staff to
25 work with, people were tired, had counselors

1 in the call center that actually had to
2 manage not only the incoming calls but had to
3 be there to take care of the needs of the
4 operators, because of the magnitude and the
5 emotions that were involved there.

6 Some of the things that made it
7 worthwhile was the fact that we were able to
8 develop a volunteer center in a location
9 where there had never been a volunteer
10 center. And we were able to respond to the
11 calls from volunteers giving them advice on
12 how, when, where, and we were able to match
13 resources with those who were providing
14 that -- that needed the resources. One of
15 the problems we had was we were there before
16 FEMA had actually been up to set up
17 the hotline for donations. So the day that I
18 got the call saying we had a national
19 donation hotline, we have a lays now where we
20 can actually connect volunteers, it was a
21 good day because things began to happen from
22 there and we set up a process in a situation
23 of, again, another challenge, software that
24 was not disaster friend so, if you are
25 working with disaster and you don't have a

1 component on your -- in your program that is
2 disaster friendly, you into he had to really
3 look at that. And I mean able to connect
4 your volunteers with the needs where they
5 should be and actually able to connect your
6 resources to the places where they needed to
7 be taken. And we did not have that. So we
8 had to be on the phone with tech people all
9 day long getting that into place.

10 So, lessons learned, goodness sakes, I
11 will hear it all day, egos need to be put
12 away and people need to care about those who
13 are victims, need to care about the task at
14 hand and need to put away those things that
15 do not matter for the moment.

16 Be prepared. If you say -- I guess
17 this is my greatest concern, if you are
18 communicating to your community that you have
19 the capacity to do a particular -- be
20 responsible for a particular area in
21 disaster, make sure that you can carry that
22 out. Make sure that you are not saying that
23 you can do something when do you not have the
24 tools in place to do that.

25 Just a nice little story from Monroe, I

1 got a call from a lady dubbed the pajama
2 lady, many of you may have seen her on Opera
3 Winfrey. But, she called and she had 8,000
4 pairs of new pajamas she wanted to bring to
5 Monroe. And those were the types of
6 coordination that we were working on. We
7 were able to set up with schools that had
8 received Katrina students and shelters and
9 this lady sent a truck down with 8,000 pairs
10 of pajamas and we were able to coordinate
11 that effort in getting them to the children
12 and some of the parents that needed pajamas.
13 But this woman, I wasn't able to talk to her
14 until I went through four different people
15 and then they allowed me to talk to her about
16 bringing pajamas to Louisiana.

17 So, there was wonderful, wonderful
18 stories in the midst of great heartache and I
19 do believe that we learned a lot of lessons.
20 I do believe that from here that I for one
21 will be looking at my own community and
22 seeing what can do I strengthen the effort
23 that is already in place. And what can I do
24 as an individual to be sure that my own ego
25 or my own need for recognition doesn't

1 surpass the need that the victims of a
2 disaster have.

3 Thank you much.

4 Dennis: Good morning. I'm Dennis
5 Walker with Chesapeake CERT. And will Tim
6 and Ted please stand up. These are two of
7 our Chesapeake team members that went with us
8 and deployed to Katrina.

9 We had four of us altogether from
10 Chesapeake that responded early on. This was
11 a very hum blink event. Things that we had
12 preconceived and things that we had thought
13 existed in our heads were pretty much turned
14 on their ears. The world is people in that
15 area new it had changed forever, at least it
16 seemed so at that time.

17 I was assigned to mass care and typical
18 mass care means that people go to a shelter
19 for a short duration, when the event is over,
20 everybody goes home. But in this particular
21 event, houses were wiped away and people
22 didn't have homes to go home to.

23 Consequently, the mass care situation
24 mutated into an event that no one had really
25 given a great bit of thought to, or at least

1 that's the way it seemed to me.

2 We found situations that long term
3 didn't exist in short term care some
4 shelters. Because of that, we are in the
5 process of revamping and relooking at the
6 Chesapeake shelter mass care situation to
7 build in some of the lessons learned.

8 What are some of the lessons learned?

9 Well, you can all math that if.

10 Imagine that if there's a disaster that
11 the infrastructure issues are going to be
12 there and that's going to impede just the
13 simplest of things from taking place.

14 For instance, early on, there was no
15 telephone communications in brook haven
16 Mississippi, the area that I was assigned to
17 that was 110 miles north of New Orleans.

18 The cell towers had all been knocked
19 out. The telephone companies were pretty
20 good at stationing portable cell tower units
21 on express ways with telescopic antennas, but
22 they are very limit numbers of circuits. The
23 land lines was the biggest surprise for me.
24 They went out. They were nonexistent. When
25 they did restore, they came back, we had to

1 use area codes just to dial local numbers.

2 When we got to brook haven, all types
3 of infra structures were springing up. We
4 went down there, it was just a mazing at the
5 number of couldn't voice of national guards
6 man, at the consequence voice of utility
7 works he understand, the convoys of law
8 enforcement from various states all over the
9 place t just looked like an invasion was
10 underway. It was phenomenal, it was awesome.
11 As we got closer to the hurricane, gasoline
12 became scares, simple things became
13 difficult, electricity was out in most areas,
14 brook haven had been restored just before we
15 got there E one of the things I found really
16 peculiar was that the American Red Cross and
17 FEMA set up 800 numbers to help people that
18 were in the zone. But FEMA had blocked 800
19 numbers from being made from land lines when
20 they did come back up, so nobody could use
21 the land lines to contact the people that
22 were supposed to help them. It was almost
23 like the right hand didn't really know what
24 the left hand was doing. And I don't know if
25 that's a lack of planning or that was concern

1 over local emergency numbers being kept open
2 so that people could be served on a more
3 immediate need basis, probably the latter.

4 There were no numbers call lists
5 available to help us to communicate with the
6 outside world. In fact, the first two weeks
7 I was there I was in the process of compiling
8 essential numbers, numbers for all the
9 various agencies in the support groups that
10 were in the area that we didn't know about.

11 And whenever that list was compiled, we
12 provided that list to others that came into
13 the area so that they could hit the ground
14 running at the level we were instead of
15 having to reinvent the wheel like we were
16 having to.

17 We had a lot of people that came in
18 very similar to what was described, they went
19 up the expressway until they ran out of gas
20 and then they stopped because they couldn't
21 go any further. And we had 12 shelters in
22 the brook haven area. I was assigned to
23 Macedonia, it was out in the county, and I
24 was rather amazed at the number of people
25 that showed up at the shelter who had no

1 medical prescriptions with them. They
2 basically got out with the clothing that was
3 on their backs. It was as if a normal
4 shelter situation wasn't really normal in
5 this case because in a normal shelter
6 situation people are logically thinking about
7 the things they need. It was almost like
8 mass panic with this one, people just sort of
9 showed up.

10 They didn't have prescriptions, they
11 had health problems, but they weren't
12 concerned about that, we had to interview
13 them when they came in to determine what
14 those healthcare needs were, we didn't have
15 medical staff on board, that's one of the
16 recommendations that I would strongly
17 recommend you have in mass care situation, we
18 had the reverends wife who was a nutritional
19 nurse and she prescribed drugs for people who
20 needed them. Walgreens was wonderful. They
21 provided free prescriptions for people just
22 by simply walking in and handing the
23 prescription to them they would give a weeks
24 supply of medication, no questions asked.
25 They were just phenomenal.

1 We had second issues of facilities
2 infrastructure. After two weeks of fleshing
3 stools and taking showers, we found that the
4 stools were backing up and overflowing
5 causing a public health issue in our shelter.
6 We had to summons backhoes, we had to dig you
7 up the septic system, we had to clean out the
8 tanks. We found that the tank at this
9 facility hadn't been touched in 36 years and
10 it sure looked like it. Once we got it
11 cleaned out, everything was restored, we were
12 okay after that.

13 Some of the things we learned just some
14 of the items to keep our people, residents
15 healthy. We were concerned about people
16 transmitting disease one from the other
17 because of the crowded conditions. A few of
18 the things we came up were a little bit novel
19 was having the children in the shelters
20 volunteer to squirt Purell in the hands of
21 the adults and the people going through ciao
22 lines so that we had an immediate spot
23 cleaning just before the food was served.
24 The children took the responsibilities very
25 seriously and they scolded us tremendously,

1 vivaciously whenever we didn't have them up
2 there doing it. They wanted to do it, and it
3 was almost as if I'm getting to pay my
4 parents back for all of the times they told
5 me to wash my hands.

6 It was so successful so that we
7 implement that in most of the shelters in our
8 area.

9 Another thing was whenever you had cots
10 side by side, if you had cots, I know a lot
11 of people didn't have, we tried to keep
12 everyone's heads three feet apart and that
13 was so that if one person had a cold, they
14 wouldn't be transmitting germs and that slept
15 head to feet on every other cot. It was
16 difficult to do because a lot of people
17 didn't like sleeping that way.

18 We were on the lookout for lies, for
19 bugs, some of the residents would take foods
20 back to their sleeping areas and they would
21 create health problems, potential health
22 problems because of the food. These are just
23 some of the things that we are going through.

24 Another thing that we found that was
25 very important for the families was education

1 for the children. The parents were very
2 concerned, and of course schools were start
3 not guilty September, we had the local school
4 superintendent come and speak to the interns,
5 the people that were at our shelter, and tell
6 them what a wonderful school system they had
7 and we arranged bus tours of the school with
8 the parents and the children so that many
9 fears that they would have about going to
10 school in a new place and the fear of not
11 being accepted would be minimized.

12 Mental health was an issue that we felt
13 very inadequate in. We didn't have the
14 background to deal with heavy hitting issues.
15 I felt that we were pretty good about dealing
16 with the day to day issues of the shelter and
17 the crowding, because we were focusing people
18 and we were told not to do the work, but to
19 organize the work and have others in the
20 shelter perform the services. That was a
21 challenge in and of itself.

22 One of the things that I felt was very
23 troubling was many of the people that came to
24 us came to us under sufficient ear duress,
25 they had just loss basically everything that

1 they owned. They had a real tough time
2 getting out of their homes, getting out of
3 the area, they had inter family issues that
4 were very severe initially. And we redirect
5 all of their thoughts and their processes to
6 make those receive training and he were
7 relatively successful in keeping the shelter
8 happy and harmonious until we were going to
9 close the shelter because we were going to
10 consolidate them. And that added more stress
11 and brought the family issues back to the
12 surface. I think it's extremely important to
13 have mental health professionals on board to
14 keep tabs of what's going on and to help work
15 through some of those issues. I think it's
16 equally important to have law enforcement in
17 the shelters on board so that minor issues
18 remain minor issues before they escalate into
19 something which gets really ugly. We had one
20 of those happen to us. I will talk about it
21 if you wish, but it was a successful outcome,
22 nobody got hurt.

23 I'm going to wrap this up a little
24 quick here.

25 The first responder unanimous was

1 pretty surprised that the shelters, most of
2 them did not have fire evacuation plans. The
3 shelter that I was assigned to had a huge
4 large second floor story room that he were
5 providing mass care in. That had no external
6 windows to the outside world, it had no fire
7 escape, the lighting had no smoke detectors,
8 had no fire extinguishers and so part of the
9 Red Cross part that I was given to purchase
10 facility improvements and implement a plan
11 for the facility.

12 For those of you who responded to
13 Katrina you probably felt a little bit
14 overwhelmed and perhaps feeling like you were
15 unable to accomplish as much as you really
16 would have liked to. I want to tell you
17 something that one of the captains in the
18 Chesapeake fire department told us before we
19 left and it was real good advice. He said
20 remember this is a huge problem and you are
21 individuals, you are limit in abilities to
22 make a large difference. We will defeat by
23 widdling away the devastation bit by bit
24 until it disappears. Take care of yourself
25 and only do the best you can and understand

1 you can't do it all.

2 I felt that the mass care effort, even
3 though we did have a substantial amount of
4 bad publicity from CNN was a huge success
5 because no evacuees died that I was aware of
6 in the shelters. Everyone who wished to have
7 shelter, food and a safe environment and
8 access to medical care had it.

9 So, I felt that on a small scale that
10 we were very successful.

11 Thank you.

12 MS. EDWINA JUILLET: My name is Edwina
13 Juillet, and I'm here representing the
14 executive director of emergency preparedness
15 initiative at the National Organization of
16 Disabilities.

17 And I will only spend maybe three or
18 four minutes, I hope I can keep myself to
19 that. Our SNAKE, she said 10, but no.
20 National Organization on Disabilities is the
21 only national organization that is actually
22 formed a team that deals specifically with
23 emergency preparedness and this formation,
24 the beginning of it, the genesis of it was
25 seven days after 9/11, which I think is

1 remarkable. On September the 18th, the
2 director called a meeting for the board room
3 and brought in all the people that he knew
4 from his own organization and from
5 neighboring ones that had an interest in
6 that. He was responding to the human.

7 Hue and cry from the disability
8 community saying why isn't somebody doing
9 anything about our preparedness as people
10 with disabilities.

11 Well, some things had been going on,
12 but access was more a priority for a very
13 good time.

14 Well, what came out that far was the
15 emergency preparedness initiative and what
16 was most remarkable, at least from my point
17 of view was the fact that the person they
18 hired was an emergency management specialist.
19 Wow. Who also had, was also a subject matter
20 expert in the field of disaster, I mean
21 disability issues.

22 I don't know if it's my age or morning
23 or what, but at any rate, so, what happened
24 we now ratchet forward to Katrina on the 29th
25 and it became very clear from our emergency

1 managers heart that we needed -- they needed
2 to jump in and see first on the ground if
3 there were immediately action point where
4 things could be done right away to intervene
5 and then of course the long range plans for
6 fixing things.

7 So, those of you who have done research
8 projects know that it takes maybe a year to
9 plan and then three years, five years to
10 complete, well, this was done on the second
11 Friday after Katrina hit on the 29th, so I
12 guess that's the ninth of September, and we
13 had two teams analysts, the analyst team and
14 the field operations. And the analytical
15 team, which I was a member of, put together
16 the questionnaire, five of us and one of our
17 members, by the way was the Red Cross
18 representative from California her name is
19 Heidi Rosovski. I don't know if you know
20 her.

21 On Sunday night we had the
22 questionnaire completed, Monday night the
23 four teams of three each of the field team
24 were on the ground, gave their briefing on
25 Monday night and they were on the ground in

1 the shelters looking at the needs of people
2 with disabilities all day Wednesday and all
3 day Thursday, Tuesday and Wednesday. And
4 then we in Washington then picked up, we just
5 happened to be in Washington, it's just like
6 another city, we just happened to be based in
7 Washington and analyze it had and the report
8 went out.

9 And you have that on your CD-ROM and
10 it's called SNAKE report from NOD. SNAKE was
11 special needs assessment of blah blah blah
12 Katrina something or other. I can't
13 remember. But, the acronym SNAKE really
14 caught on, everybody liked it. So,
15 everything you want to know about the report,
16 the findings, the recommendations are in
17 there. I'm only going to touch on one
18 particular one and that is the fact that the
19 community based organizations, the ones who
20 is clients are people with disabilities and
21 special needs were not a part of the
22 preparations. And I believe that those of
23 who you are responsible for the command
24 centers and for the planning that one of the
25 group -- there needs to be a point person

1 from within your community and it's not -- a
2 particular person, it's who has the skill
3 sets that can bring to the command center all
4 of the things that are going on in the
5 community based organizations in that city or
6 county.

7 And this is the only thing I will read,
8 this is the one because I'm speaking for NOD,
9 I want to make sure I get this right. so this
10 particular recommendation is that
11 organizations with a history of specialized
12 service delivery to the disability and aging
13 populations had built their reputations on
14 unique and incredible connections trusted by
15 the people they support. Their refined skill
16 sets and expertise represent a unanimous even
17 know how and understanding that is valuable
18 but often overlook. A source of knowledge.
19 These organizations must be included as
20 partners during emergency planning
21 preparedness, response, recovery and
22 mitigation activities if local, regional
23 state and federal public and private response
24 agencies are to deal effectively with and to
25 understand the needs geography, demographics

1 and resources of individuals in their local
2 areas.

3 Amen.

4 That's all I'm going to say about that.

5 Fur children, I have a fur child, and I
6 was talking about myself, and I was amazed at
7 the fact that the pets were left behind.
8 Kaiser foundation with the Washington Post
9 did a survey of 91 people who did not
10 evacuate are from New Orleans and a couple
11 other places but around that area. And it
12 was a study that was done just of the people
13 that didn't evacuate for what reason, that's
14 what they wanted to find out X. 1 percent of
15 those were because their pet couldn't be
16 taken with them so they stayed.

17 That's 1 percent of 91. The most
18 remarkable, the more remarkable percentage or
19 number to me was the number of people who
20 didn't evacuate because one, they were unable
21 to evacuate for a physical resident or
22 another, and, or they were taking care of
23 somebody who had a physical problem and they
24 cannot get them out so they had to stay &
25 that wound up being something like

1 36 percent. And that's a pretty high
2 percentage. I would like to share some of my
3 stories if I may. We have heard and seen
4 lots of horrible pictures. But I also want
5 to talk about two stories that are at. Two
6 stories that are really horrific are two
7 people's with disabilities and they are
8 evacuation problems. And then the last up
9 one are the three shelters that were just
10 absolutely outstanding, unbelievable.

11 The two people that I will tell you
12 their stories, they are both unrelated, they
13 don't know each other but they just both
14 happened to be quadriplegics, these are
15 stories confirmed. I'm talking first person
16 to person to talked to these individuals and
17 those about them very well. And the first
18 one name was Selena. And Selena one of the
19 things that is important to know is that in
20 her limit income she decided that she better
21 spend her money or her college education as
22 opposed to home insurance. And she thought
23 her money was better invested in her college
24 education. She evacuated, she had her
25 structure, per support team, her support

1 group, and I don't know the particulars, but
2 she was able to get out and she first went to
3 a family group and then I don't remember
4 where she went next. Oh, she went to a
5 shelter after that and she had to stay in her
6 wheelchair, she couldn't get out of her
7 wheelchair, there was no place for her to go.
8 And then that shelter closed unexpectedly and
9 she went to a board and breakfast and there
10 was no accessible bathroom. Well, between
11 having to stay in her wheelchair and not
12 being able to reposition her body and having
13 any relief from pressure points, and then not
14 having an accessible bathroom, her skin
15 breakdown was so horrific that it was life
16 threatening. And she now is in a nursing
17 home and is going to require several
18 surgeries and months and months and months of
19 recovery. She has no hope of ever, at this
20 point, in the foreseeable future, years from
21 now, of being able to be independent again,
22 to be living on her own and have a place to
23 live.

24 She survived the hurricane, but --
25 well, anyway, I think it's self-evident.

1 Now, the second one, her name is
2 Katrina. And a very high profile disability
3 organization in Washington was asked to talk
4 to a different individuals during the
5 beginning of the aftermath of the storm. And
6 she was asked to please call this Katrina
7 person in New Orleans who was also a
8 quadriplegic because she was having
9 absolutely no success at having getting
10 anybody to help her get out. For some reason
11 or another, my new, very, very best friend
12 Melinda Parham, over there, she said how come
13 the neighborhood didn't have a support system
14 to help her get out. Well, she couldn't get
15 out. So, the woman from the disability
16 organization from Washington was calling her
17 and on the telephone, she had one where she
18 was talking to Katrina and the other ones
19 trying to find resources to come and get her.
20 And Katrina was saying, well, you know, I
21 just can't get out, the transportation and
22 all the arrangements that I had made
23 previously, have all fallen through, nobody
24 is coming to help me. I can't get anybody to
25 respond to me. And in the meantime this

1 person who was could get anywhere and do
2 anything on the telephones, very aggressive
3 person, was not able to get anybody there
4 either. Well, you all can probably visualize
5 in your minds why she couldn't get anybody
6 there. and the last part of the phone call
7 was the water is rising and it's coming up to
8 my wheelchair and then the transmission
9 stopped. The phones went dead. And later on
10 they found her floating in near her
11 wheelchair.

12 Now, the good story is that you
13 understand that NOD, I'm back at NOD again.
14 NOD only went into shelters to see how people
15 with disabilities were being handled, the
16 intake process, was there -- was it
17 wheelchair accessible, were there people who
18 were interpreting or helping get information
19 to people who were deaf or hard of hearing.
20 And I call a third group that I added to that
21 was people who are out of hearing range. You
22 might be deaf or hard of hearing but if you
23 are on the other side of the shelter and
24 people are communicating solely with bull
25 horns and things like that, are you out of

1 hearing raining so you can't here what is
2 going on, they didn't have captions on TVs,
3 there wasn't anybody carrying signs around.
4 So, out of all of those shelters that
5 were surveyed in Mississippi, Alabama,
6 Louisiana and Houston Texas, there were three
7 that really popped up and I realize I just
8 used a proper word, and I don't know if I
9 mean pop up, but they occurred volume,
10 spontaneously. They were put together of the
11 communities volition, own volition, there was
12 no previous plan. One was and I think it was
13 in either Mississippi or Alabama, where there
14 was an older delapidated, unused school and
15 within maybe 48 hours, the carpenters, the
16 electricians, just everybody from the
17 community said we have got to do something,
18 as you all know people want to do, they want
19 to help. And they came and turned that
20 school into the most ideal shelter ever. It
21 was just marvelous. They even had individual
22 rooms for families so they had a private
23 place, they didn't have to be stacked up.
24 And they were able to keep people there for
25 an extended period of time and they also had

1 medical services and other kinds of services,
2 so when the people left the shelter to
3 another place, were relocated, they actually
4 could come in.

5 The second one was in Houston, Texas
6 and I don't have the time to tell you all the
7 services they had, but Texas, we do this, the
8 mayor said he decided he was going to open
9 this colosseum, the Astro Dome, and he went
10 to the local military hero, I think it was a
11 full Colonel, the colonel was a Corp hero,
12 and he had just come back from Afghanistan or
13 whatever, and he just took charge of
14 everything. And this shelter had everything
15 including internet hook ups, around the clock
16 snack areas, there was practically one-on-one
17 volunteers. The volunteers all had nice
18 little T-shirts saying we care or something,
19 I don't remember, that's an old hospital
20 thing we used to do. But, they had their own
21 T-shirts. It was just amazing. I think they
22 had a massage parlor -- no, let me rephrase
23 that. They had -- why I don't work without
24 notes.

25 Thank you. Massage therapists, seated

1 message therapists. And the third one, again
2 was voluntary. It was voluntary. It just
3 popped up. It was set up by the community
4 and it had -- they described it as saying it
5 had no bureaucracy. If somebody needed
6 something in that shelter, somebody within
7 the community was Johnny on the spot and got
8 it done.

9 The little yellow note has gone up and
10 that means that I covered everything I want
11 to -- well, I don't know, but that's what I
12 would like to share with you right now and I
13 thank you very much.

14 MS. SUZANNE SIMMONS: I'm not going to
15 say much. I think our wonderful speakers
16 have covered a lot of territory and given us
17 a lot of room for thought, and I want to have
18 some time for questions so do we have about
19 five minutes for questions.

20 I open the floor to anybody who has
21 questions for any of our speakers.

22 There are folks on the side, just raise
23 your hand and they will bring the microphones
24 to you.

25 NEW SPEAKER: I have a question to

1 start off for done. How did the state
2 government get information out to the public
3 when there was everybody was spread
4 throughout the country, how did they try to
5 communicate with them and also with the lack
6 of power.

7 MS. EISCHEN: Does this work.

8 So, you can hear, I had to hit it once
9 or twice. Well, I was out there I got there
10 7 weeks after Katrina start. So I wasn't out
11 there during the thick of things right after
12 Katrina hit. But I will tell you that that
13 was one of the main concerns that FEMA had
14 and the state when I was working on the joint
15 field office was there's people scattered all
16 over the country how are we going to get in
17 touch with them. And we learned this in
18 public affairs is the time reach people after
19 a disaster is immediately after and then the
20 media starts getting antsy to talk about
21 other things other than the disaster and the
22 recovery. So it's really hard to get the
23 media to want to talk about a disaster seven
24 weeks after. And tell people where they can
25 go for information. so that was one of our

1 main challenges and luckily or unluckily
2 actually Katrina was still high in
3 everybody's minds and you could call up CNN,
4 you could call up any of the media outlets
5 and they would pretty much cover it.

6 Now, they were relying a lot on the
7 local media, which I had a little concern
8 about that just because not everybody stayed
9 within Louisiana. And I was saying we need
10 to get in touch with Mississippi and Alabama
11 and Texas, media so they had a very large, I
12 can't even see you bob, but they had a very
13 large media database that FEMA and the state
14 would send news releases to. And some of you
15 have worked at FEMA state operation, they
16 have their own media group. so there was
17 people there who do the inter views and it's
18 separate from some of the people that are
19 writing the news releases. So, but, yeah
20 that was actually, Bob, I'm glad you brought
21 that up. That was a major challenge for them
22 down there is there's people everywhere and
23 how do you get in touch with them after the
24 media has pretty much said this isn't the
25 major story anymore, it's not front page

1 news, so.

2 NEW SPEAKER: Same Heywood, Virginia
3 defense force. With regard to the evacuation
4 plans to include the allowing of animals,
5 pets in shelters, the pet owners would have
6 to know that they better have their pets
7 intraocular lays, vaccination records really
8 available and ready to go in their go kits.
9 When they show up at their shelters because
10 there are state laws that prohibit the
11 boarding of animals that have not been
12 properly vaccinate and inoculated and there
13 are various diseases spread by cats, feline
14 distemper, and dogs, there's a certain kind
15 of virus, I forgot the name of it, spread by
16 dogs, and all kennels require that you have
17 records of the inoculations or vaccinations
18 or else they cannot board them. The state
19 law prohibits that.

20 MS. SHARON ADAMS: Actually, I'm not
21 familiar with that law, but I'm sure there
22 maybe. I understand. It's an emergency.
23 There was also a state law that prohibited
24 veterinarians from coming into the state to
25 help that doesn't have licenses in the state

1 of Louisiana. Again, I think that's stupid.
2 It's an emergency. You have hundreds of
3 veterinarians willing to come. You give them
4 a temporary license. If you want to come, if
5 you want to identify obstacles to making
6 things work, no problem. If you want to make
7 things work, you eliminate obstacles. In my
8 view, animals come into shelters every single
9 day in Virginia without records. Every
10 single day. 5,000 come to my shelter without
11 any records. So, I think that you can look
12 for ways in an emergency to solve the problem
13 and that's what I'm suggesting.

14 MS. SUZANNE SIMMONS: I do know Sharon,
15 also, when we were forming Town Pickett at
16 Fort Pickett, they were -- the state was
17 addressing that need. I'm not sure of the
18 specifics on it, but I do know that they were
19 working on that so that we could take animals
20 no the state. so that's something that.

21 That we can look into. I just want to
22 remind everybody and I'm going to take more
23 questions because I know this is a very
24 important part of the conference that we will
25 be posing all of the power points on our

1 website. We will be gathering information
2 and when we learn something like exactly what
3 goes into place into Virginia to do that, we
4 will get the message to everybody who is on
5 this e-mail list, okay. Or just drop us a
6 note, you have our contact information and I
7 said this all week long, and let me know what
8 you want answered and we will try and get
9 that answer. And I think we have a question
10 over here.

11 NEW SPEAKER: Hi. Marilee Tears,
12 Fairfax County citizen Corp council. Thank
13 you to each one of the council members for
14 bringing us every valuable and interesting
15 information. I have a question for Dawn. In
16 Fairfax County we had been in with Washington
17 metro region, we have been working very
18 strongly on a many messages one voice
19 campaign. So that we do get clear
20 information to the public. And you did bring
21 up network television, the disconnect between
22 PIOs and network television where many people
23 get their news in a disaster. Can you tell
24 us in Virginia what steps are being taken
25 with the PIOs, state PIOs and local PIOs to

1 work with network television stations to,
2 again, consolidate the message during
3 emergencies.

4 MS. EISCHEN: Since I'm not with VDEM
5 anymore, I can't speak to what they are
6 doing, but you might want to speak to Bob
7 about that question. But I will tell that
8 you what Louisiana did in this case is they
9 had a Corp of media there at the emergency
10 operation center that they were feeding this
11 information to during the hurricane and soon
12 thereafter. Then there was this other group
13 of immediate what that was.

14 Immediate it ya that was down in New
15 Orleans and some of the areas hardest hit
16 that were doing their own thing. so there was
17 really two different sets of media going on
18 there was the E O C media and the New Orleans
19 media. Both of them were made up of national
20 media, however, most of the national media
21 was down in New Orleans, most of the local
22 media was up in Baton Rouge.

23 So, this disconnect that I was talking
24 about was with mainly the national media.
25 The local media just stayed there in the E O

1 C, and I have it in my notes somewhere for at
2 least I think it was for at least 7 to 10
3 days after Katrina hit, and then the state
4 emergency management organization, they said,
5 okay, it's safer now to go down there local
6 media, go down and get your stories.

7 So, they pretty much had their local
8 media there at bay with them for a
9 considerable amount of time at the emergency
10 operation center, and were just feeding them
11 information. But it wasn't getting to the
12 national media like we were hoping that it
13 would do so, I don't know, maybe Bob can talk
14 about what they are doing.

15 MS. SUZANNE SIMMONS: Does that help
16 mare Lynn. And we will go to the next
17 question.

18 NEW SPEAKER: Yes, I would like to
19 address this question to Edwina. I represent
20 two different organizations, one is I am on
21 the Hampton Management Committee for people
22 with Disabilities and I'm also director for
23 disability with MidAtlantic Region for the
24 Seventh Day Adventist Church. My question is
25 that we are trying to get the addresses to

1 people with disabilities as well as the
2 elderly. In time of the disaster, we need to
3 know where they are. Do you have any
4 suggestion as to how we can get the
5 addresses, so that when the time come, we
6 know where they are and we can help them out.

7 MS. EDWINA JUILLET: I will give a
8 short version, and because I am sitting at
9 your table, I will give you the long version.
10 The short version, again, this is Edwina with
11 my experience, I'm not NOD. The short
12 version is that in my 30 years I started on
13 this in '78 that register industries are not
14 successful for many, many residence. That's
15 why I'm so excited about N IMS and the fact
16 that we are going to have a country wide
17 incident command system. And that I know --
18 I'm a very optimistic person, but I somehow
19 feel now the time has come that people who
20 are -- run on a day-to-day basis
21 organizations such as yours, will now have a
22 voice at the table for emergency planning.
23 So when that day comes, that their picking
24 who gets selected to go into the E O C, that
25 there will be a person who can speak for the

1 people with disabilities and the elderly in
2 the community.

3 Now, I see that as a better solution of
4 having a handle on where the people who are
5 going to need specific needs met on dealing
6 with disabilities. That might be a better
7 solution than having the emergency
8 preparedness, emergency management
9 individuals trying to put together a list, a
10 registry.

11 I hope I haven't done anything unfair
12 to anybody, but that's my opinion from my 30
13 years of experience.

14 MS. SUZANNE SIMMONS: We will close.
15 Question, okay.

16 NEW SPEAKER: I don't need the
17 microphone.

18 MS. SUZANNE SIMMONS: Well, we had a
19 speaker coming up that I didn't want to take
20 too much of his time. But, the gentleman
21 behind you had a new question.

22 NEW SPEAKER: I'm sorry. I thought you
23 were done.

24 NEW SPEAKER: Is this on?

25 NEW SPEAKER: Robert Cox, from (I

1 couldn't hear what he said), several of the
2 speakers said that there was this huge outcry
3 from the rest of the country wanting to help.
4 And certainly many of us did, and we put
5 together things and couldn't get stuff down
6 there. But, would any of them like to
7 comment about the arrangements made or not
8 made for the volunteers arriving and getting
9 around and we have this huge ability to do
10 stuff, but not to accept it. Would you like
11 to make some comment about that.

12 MS. SHARON ADAMS: One of the things
13 that were a tremendous challenge was that
14 there were no motels, no rooms, no places for
15 volunteers to stay. And unless they had
16 self-contained vehicles with all the food,
17 water, everything that they needed to be
18 self-sufficient, we were advised to ask them
19 not to come at that point. If they came,
20 they had to stay hours away from the disaster
21 area for the first couple three weeks.

22 We tried as far as the resources, one
23 of our greatest attempts was to take the
24 calls from those that were coming in with
25 resources and make sure that we did connect

1 them. We did not turn trucks away. We found
2 none Red Cross manned shelters that could use
3 the help. We understood that Red Cross was
4 doing a good job in taking care of those that
5 they were aware of, but there were many
6 shelters of last resort and pop up all around
7 the area. So we did connect those and, you
8 have to remember, too, that Red Cross,
9 Salvation Army, many of the major disaster
10 players desired S H R I N K wrapped product
11 that would be particular products coming in.
12 We were receiving trucks that had
13 miscellaneous items, having to tell them
14 please don't send clothing, but stick to
15 certain things, so, but we did what we could,
16 but it was minimal at least.

17 NEW SPEAKER: I worked in a warehouse
18 for two days, two nights for shelters. And
19 one of the things that -- one of the places
20 where I saw volunteers could have been used
21 very effectively is it's one thing to find a
22 location to have places to bring things.
23 But, it does no good to have places to bring
24 things if there's no one there to organize
25 the things and redistribute them to the areas

1 that need them. And I was in one warehouse
2 that truly floor to ceiling, I don't know how
3 many thousands of square feet of stuff, just
4 stuff upon stuff upon stuff that sat there
5 languishing because there were no -- certain
6 people didn't think it was their job to do t
7 they were, you know, they thought they
8 were -- had other responsibilities. So, a
9 wonderful thing for volunteers to get them
10 out of the way and feeling useful would be
11 using those distribution, those warehouse
12 distribution centers because I can't imagine
13 how many -- I can't imagine that that stuff
14 actually ever got out to anybody who needed
15 it. It was just too much.

16 MS. SUZANNE SIMMONS: I will have to
17 end the questions now. I really apologize.
18 There are many people who have many stories
19 to tell. We have a day and a half. We will
20 have a networking session this evening
21 immediately following the breakout sessions.
22 Two of our panelists will be in sessions,
23 Carolyn and Edwina will be in sessions.

24 MS. EDWINA JUILLET: Yes.

25 MS. SUZANNE SIMMONS: Thank you. Our

1 breakout sessions, so please feel free to
2 follow up, ask questions of all the speakers,
3 and we will have the hospitality room open
4 all evening, also and we would love to have
5 discussion in there, and hopefully we can
6 provide some answers. And I'm sorry to end
7 the questions. We have a 10-minute break
8 period now. And, if you need a vegetarian
9 lunch, please, sign up for one in the capital
10 room.

11 Thank you.

12 And thank you to my panelists.

13

14 (Short break taken)

15

16 NEW SPEAKER: All right, everybody. We
17 are going to get started. If everybody could
18 please take their seats.

19 I thank everybody for coming to the
20 conference this week and it's my pleasure to
21 introduce our next speaker. Andy Stefanovich
22 is not only the founder of his own company
23 called Play, he also has a very unique job
24 title. He is in charge of what's next. Andy
25 has earned a reputation of one of the most

1 disruptive and effective advisers in business
2 today, and he has made play a leader in the
3 increasingly competitive creativity and
4 innovation market. When Andy tells you the
5 story of Play, he won't tell you that it's a
6 company that he started at 24, he will tell
7 you that it started him. Passion drove Andy
8 to create a company that would change how
9 business does business. Andy named the
10 company play to symbolize a mindset free of
11 boundary. And since that time Play has
12 become widely respected as a pioneering group
13 of experts that help unleash creativity and
14 innovation in their clients.

15 In addition, to being a lead consultant
16 for clients, Andy is also an accomplished
17 speaker, a leadership adviser, and a blue sky
18 thinker. He has driven innovation for market
19 leading companies both domestically and
20 internationally. These include General
21 Electric, Disney, Coca-Cola, Turner
22 Broadcasting, Time warner and Proctor and
23 Gamble. Andy has committed his life to
24 making a business a lot more interesting and
25 vastly more creative for companies in

1 Richmond and around the world.

2 At this point you might be wondering
3 why we have asked Andy to come and speak with
4 you today.

5 The answer to that question is that we
6 want you to get creative. We want you to
7 think outside the box. We want you to think
8 about these lessons learned from Katrina and
9 well really, really think about how you can
10 go and serve all of the diverse populations
11 in your community.

12 So, now I give you Andy Stefanovich.

13 MR. STEFANOVICH: Thank you. How's
14 everybody?

15 That's loud. I talk loud, I'm very
16 loud.

17 This is the first -- public speakers
18 don't come up with gum. What do I do with
19 gum. Anyone?

20 Here.

21 I was like what do I do with the gum?

22 How is everybody? Good. Where are we
23 from, all over the place. I heard someone
24 say like Pennsylvania. No.

25 NEW SPEAKER: Pittsylvania. All right.

1 What else?

2 NEW SPEAKER: Fairfax County.

3 MR. STEFANOVICH: Where is that, D.C.
4 area? It's not Virginia, it's D.C., you know
5 that.

6 NEW SPEAKER: Abingdon.

7 NEW SPEAKER: York Town.

8 MR. STEFANOVICH: I sold cars at Bill
9 Gap Chevrolet for two summers.

10 NEW SPEAKER: I bought cars at Bill
11 Gap.

12 MR. STEFANOVICH: Do you know what he
13 is worth? \$100 billion.

14 NEW SPEAKER: Yes.

15 MR. STEFANOVICH: Crazy. Like crazy.
16 One of the richest people in the world, like
17 crazy. He's a crazy man. Yeah. Who else?

18 NEW SPEAKER: Chesapeake.

19 MR. STEFANOVICH: Chesapeake. That's
20 right down the road. That is Virginia Beach
21 area. That's not Virginia either, that's
22 Virginia Beach. This is Virginia.

23 What's that?

24 NEW SPEAKER: Hampton Roads.

25 MR. STEFANOVICH: That's Virginia

1 Beach.

2 NEW SPEAKER: Culpeper.

3 MR. STEFANOVICH: Culpeper. Okay.

4 What else?

5 NEW SPEAKER: Roanoke.

6 MR. STEFANOVICH: Outside of Virginia,
7 anybody.

8 NEW SPEAKER: Richmond.

9 NEW SPEAKER: Arlington.

10 MR. STEFANOVICH: Richmond. Here we
11 go. So, in Richmond, let me tell you why I'm
12 asking, is because in Richmond I moved here
13 15 years ago and my wife and I are from the
14 Midwest, she's there Milwaukee I'm from
15 Detroit, we are like Midwesterners, we talk
16 very normal, we don't have an accent, we
17 like, you know, it's just salt of the earth
18 up in Midwest, Detroit, Milwaukee, it's just
19 the US. Right. Just bam, right at you.

20 That's loud. Can we turn it down? I
21 feel like I'm hearing myself too much.

22 Thank you. What is your name?

23 NEW SPEAKER: Harold.

24 MR. STEFANOVICH: Everyone, Harold.

25 Give him some applause, he's over in the

1 corner. Thank you, Harold, that's much
2 better.

3 Can you still hear me?

4 So, in Virginia, we moved here, my wife
5 and I are from the Midwest, and we both went
6 to Miami University in Ohio. What, yeah,
7 it's just a little small business school in
8 the middle of nowhere, in the woods, and we
9 met and fell in love, we got married, and 10
10 years later and we have little girls, and
11 that's my story.

12 We went to school in the Midwest, we
13 were born in the Midwest and then all of the
14 sudden I moved to Richmond to start this
15 business with my sister in 1990, and I moved
16 to Richmond, Virginia. Richmond, Virginia.
17 And my wife and I got very involved with like
18 the arts and culture and stuff, so we sit on
19 a lot of boards around town, just to give our
20 time, and so we started getting invited to
21 cocktail parties. And cocktail parties are
22 very different than a party in Detroit. Like
23 a party in Detroit you walk in and go hey how
24 you doing, let's go get a beer in the back,
25 Vinnie, Johnny B, what's going on. It's like

1 very emotional. But, in Richmond, it's very
2 different.

3 So, in Richmond when we came in, we
4 started going to these cocktail parties on
5 Monument Avenue with all of these very, very
6 sophisticated people with names like
7 Jefferson and Lincoln and Washington, and we
8 started kind of wondering what was going on.
9 We thought we were in a movie. And this
10 woman walked up and said Andy Stefanovich, we
11 are so glad you are here. And the first
12 thing I have to know is how is your momma.
13 And we would say to ourself kind of like we
14 are both kind of like irreverent, we are both
15 saying in our minds she doesn't even know our
16 moms. She's like what's up with the whole
17 what's up how is your momma thing. So, we
18 would come up and say we really don't care
19 how my momma is, you don't know my momma, you
20 are just kind of doing it out of courtesy, it
21 is the polite thing to do. But, what we said
22 is what's your story. And we would look them
23 right in the face and we would grab them and
24 say what is your story, Robert.

25 I'm not from New York, but I'm very

1 much like a New Yorker. That's probably why
2 I'm like this. So, what is your story? So,
3 tell us your story. Your story. Go.

4 NEW SPEAKER: My story?

5 MR. STEFANOVICH: Yeah.

6 NEW SPEAKER: I'm from Kansas.

7 MR. STEFANOVICH: Keep going. You love
8 what kind of food.

9 NEW SPEAKER: I love wheat.

10 MR. STEFANOVICH: Music.

11 NEW SPEAKER: Rock and roll.

12 MR. STEFANOVICH: What kind of car do
13 you drive?

14 NEW SPEAKER: Chevy Truck.

15 MR. STEFANOVICH: Have you been
16 married.

17 NEW SPEAKER: Yes.

18 MR. STEFANOVICH: Big truck or small
19 truck.

20 NEW SPEAKER: Small.

21 MR. STEFANOVICH: What color?

22 NEW SPEAKER: Red.

23 MR. STEFANOVICH: What's in the back
24 seat?

25 NEW SPEAKER: Nothing.

1 MR. STEFANOVICH: Is there a back seat?

2 NEW SPEAKER: No.

3 MR. STEFANOVICH: Are you married?

4 NEW SPEAKER: Yes.

5 MR. STEFANOVICH: I asked you that.

6 Are you wearing a wedding ring?

7 NEW SPEAKER: No.

8 MR. STEFANOVICH: Why not?

9 NEW SPEAKER: It doesn't fit.

10 MR. STEFANOVICH: My father-in-law
11 doesn't wear one either, I always wondered
12 what's that mean. My dad is about to not
13 wear his after 52 years of being married,
14 he's like it doesn't fit my hand anymore.
15 You know, Robert, what do you do? What is
16 your world? What's your passion?

17 NEW SPEAKER: Gardening.

18 MR. STEFANOVICH: Why is it your
19 passion?

20 NEW SPEAKER: I love wheat.

21 MR. STEFANOVICH: You grow wheat?

22 NEW SPEAKER: I grow the wheat.

23 MR. STEFANOVICH: Where do you live?

24 NEW SPEAKER: In Rockville.

25 MR. STEFANOVICH: In Maryland.

1 NEW SPEAKER: In Virginia?

2 MR. STEFANOVICH: Are you like all the
3 way to Charlottesville, that very boring
4 drive down 64. I'm like oh, my God, I don't
5 think I will make it.

6 NEW SPEAKER: Just before you get
7 there.

8 MR. STEFANOVICH: So that's Rockville.
9 That's his story. So, that's his story;
10 right. That's the story. So, what I would
11 like you to do is I would like you to have a
12 little party, and not a cocktail party from
13 Richmond, I would like to have a party from
14 Detroit at a big beer hall, and I would like
15 you to walk around and ask people what's your
16 story. You ready? And here's the deal. I
17 want you to imagine that it's not 10:30 on a
18 Wednesday morning in Richmond, Virginia at
19 the Sheraton West, I want you to imagine that
20 it's 10:35 p.m. at some real cool party hall
21 at a really cool drinking spot in Detroit,
22 and you have had a couple of imaginary
23 cocktails, because you will be a little more
24 interesting than you really are.

25 And the other thing I want you to

1 imagine is that the people that you are
2 talking to have had a couple of imaginary
3 cocktails, because then they will be a little
4 more interesting than they are. And remember
5 the party rule, if it gets boring and the
6 person is not interesting, say I'm going to
7 go get a drink, or I've got to go to the
8 bathroom, because you want to make it
9 passionate. Have a passionate party and ask
10 people that you don't know very well what's
11 your story.

12 You ready? Have a cocktail party. Go.
13 I want you to stand up and mingle. Go.

14
15 (Everybody is talking so I can't write
16 down what they are saying)

17
18 (This guy talks very fast)

19
20 MR. STEFANOVICH: Shh. Shh. Shh.
21 Shh. Shh.

22 Keep talking, it didn't work..

23 Shh, Shh. That's a good party.

24 Because a lot of times when I go shh the
25 first time they say thank God he came and

1 interrupted. You guys seem like you were
2 halfway enjoying the people you were talking
3 to.

4 When you go to a party, you can feel
5 whether it is fake or not. Like Jill and I
6 were supposed to go to a holiday party on
7 Saturday night, and we were like let's go
8 over to Cat's house -- I shouldn't have used
9 her name.

10 Let's go to a party. And on the way,
11 we are like no, let's not go, because we just
12 knew it was going to be one of those boring
13 polite conversation parties. So, we went and
14 had sushi. And then Jill saw one of the
15 people at the party the next day and Jill
16 goes we are so sorry, we forgot, we just
17 forgot. And Jill never, ever fibs, so she
18 got in the car like this, red faced, like I
19 lied, I lied, I told them we forgot. We
20 didn't forget, we just didn't want to go to a
21 boring party. You ever don't want to go to a
22 party and it's boring. Yeah.

23 So...

24 NEW SPEAKER: No.

25 MR. STEFANOVICH: Some days you just

1 don't do it. When we are 40, we just stopped
2 doing it, 30 years old, and we actually
3 defriended a couple of people. We just kind
4 of said you know what, we are going to spend
5 two hours a week with people outside of
6 friends and family, and these with whom you
7 work with, we have got to make sure you are A
8 team. That's really important, too, because
9 you want to get people that inspire you and
10 you inspire them back, so you don't kind of
11 go through life living in this gray space.

12 So, what did you learn? I learned
13 about Donald. Let me tell you about Donald.
14 Donald is from Hampton. His passion and
15 inspiration is informing the disabled on
16 things and getting them informed. And their
17 objective the next couple of days is getting
18 them signed up. That's his passion and
19 inspiration.

20 What else did you learn about someone?
21 Okay.

22 NEW SPEAKER: I learned that mark and I
23 are both originally from Chicago.

24 MR. STEFANOVICH: You are both from
25 Chicago. If you were from the same age

1 bracket, you drank on Rush Street together in
2 Chicago. What's a good drinking place or
3 good place to have fun in Chicago? Where's a
4 fun place from Chicago?

5 NEW SPEAKER: Every place. The loop.
6 Every place.

7 NEW SPEAKER: South side Western
8 Avenue, where all the Irish are.

9 MR. STEFANOVICH: So, why I ask that
10 question is why we get to back -- but over
11 the next hour, I want you to steal stuff I
12 say because I want you to walk out of here
13 with one or two lenses or perspectives on how
14 to look at your world professionally and
15 personally in order to make it a bit
16 different in order to have greater impact.
17 That's it.

18 Just a few quotes, a few lines, a few
19 anecdotes, one story, because one story can
20 actually shift your perspective radically.
21 It's not a whole bunch of stuff, it's not
22 reading all kinds of books, it's one story,
23 one perspective that makes you go, huh,
24 remember like the RCA dog looked at the TV,
25 just like you are tilting your head right

1 now. Wait a moment, that actually registers
2 with me so we are looking for one. And why I
3 asked where is fun and interesting in Chicago
4 because I want to go to Chicago, I will now
5 go to where the Irish hang out, because they
6 dye the rivers green in Chicago on
7 March 17th. Did you all know that? It's
8 crazy. They dye them all green. You are
9 like how do they do this? They do it every
10 year.

11 But, why I ask that question is because
12 you have to experience everything to
13 empathize with everyone.

14 Experience everything to empathize with
15 everyone. Be an experience junkie, see
16 things, experience things, go places, talk to
17 people you never talked to.

18 I sat down next to a homeless man in
19 New York three Christmas ago and we spent an
20 hour talking together. And he told me that
21 he was a chef that had just been fired
22 because he went home and told his wife he had
23 been fired, his wife kicked him out, he now
24 doesn't have an address, a job, a wife. He
25 says I have been living on the street for

1 about 6 months now. And I go what do you
2 need right now? He goes I need one night in
3 a hotel. And I go why one night in a hotel?
4 He said because if I had one night in a
5 hotel, I can think straight, because when I'm
6 on the street, I can't think straight. I'm
7 about making sure I don't get stabbed or beat
8 up, or thinking about where I'm going to get
9 that next dollar from to get the next corn
10 dog. It's not about the big picture. I have
11 been a chef, I had a great marriage and I had
12 children. I don't have any of that anymore.
13 And I sat with him for an hour and I said can
14 I buy you that one hotel room tonight? And
15 he said no, our conversation has been good
16 enough.

17 What a great thing. A good guy. And
18 so I walked away and I was like, wow. Every
19 time I walk by a homeless person now, I have
20 a different perspective. My stereotypes are
21 a bit washed. I have two little girls, they
22 are twin little girls, they are two years
23 old, they are very small. They are very
24 small. I told my wife if we ever get
25 strapped for cash, we are going to send them

1 to Circus Sol. They both can get in a box
2 this big and then come out. And they are
3 very small. So it's like looking at these
4 right here (indicating two glasses on the
5 table).

6 So, we live in the city, we live in the
7 fan, right downtown by VCU, and we have a
8 bunch of that kind of personalities and
9 interesting people around us every day. And
10 Grace and Lanni sit on the front porch with
11 me when I get home every day, and we sit
12 there and talk about the people that walk by.
13 And I personally give every person that walks
14 by an appreciative point of view. And I say,
15 you know, don't they have a neat hat. Don't
16 they have cool shoes. Look at that funny
17 bike, I love their bike. Just because I want
18 them to grow up with zero color, zero
19 stereotypes, zero ethnic kind of diversity
20 for racial tones.

21
22 (Applause)

23
24 MR. STEFANOVICH: I don't do that for
25 applause. Thanks. That means that I want to

1 do it more now. You guys, believe it, that's
2 important. I will now remember if I am too
3 busy to do that one day, I will do it based
4 on that applause.

5 So, this is like a church service, I
6 love this. Hallelujah. Amen, come on.

7 I love this.

8 So, why do I stand on the chair,
9 Heywood? I'm a loud, tall man, I don't have
10 to stand on the chair. Do you like it up
11 there?

12 NEW SPEAKER: Well, you have got to
13 stand up there so everybody can see you.

14 MR. STEFANOVICH: Come on up.

15 Everyone Heywood.

16 Why? I love how you stand. You could
17 be in the movies.

18 NEW SPEAKER: That's the at ease
19 position.

20 MR. STEFANOVICH: If that's at ease, my
21 at ease is on the couch chilling, or watching
22 apprentice. Wow, we have different
23 personalities and needs. I love that.

24 So, why --

25 NEW SPEAKER: Everybody sit down so he

1 can get off the chair.

2 MR. STEFANOVICH: That's a nice call.
3 But, if you guys want to stand up. We were
4 going to go outside, but I couldn't get
5 enough chairs lined up outside.

6 Are you uncomfortable up here?

7 NEW SPEAKER: Oh, just fine.

8 MR. STEFANOVICH: Perfect. Then we are
9 rolling. You are going to actually accompany
10 me for the next 45 minutes. Any time I say
11 anything that might be remotely brilliant, I
12 want you to say brilliant.

13 Here is why. Because in the creative
14 conversation, which this conversation is all
15 about, I want you to realize that one
16 perspective is not enough. Heywood and I
17 just met, in that quick couple of minutes we
18 realized that we are pretty different,
19 personality, interests, styles, everything.

20 So, if I say something that is
21 brilliant and Heywood gives me a courtesy
22 brilliant. You will go, wait a moment, I
23 didn't hear what that guy in the hat said
24 with this shirt, dressed like this, I didn't
25 hear what he said so well. But, actually,

1 when Heywood says brilliant, coming from the
2 Virginia Defense Force, his name is Sam W.
3 Heywood, and I talked to him earlier today,
4 actually, I respect and honor his approach
5 and style, when he said brilliant, now I
6 heard what Andy said through a different
7 lens. So, it makes the conversation
8 continue. And it makes you hear that thing
9 what I said or what any of us said through a
10 different lens.

11 So, steal that. It's your
12 organization, when anyone says anything
13 brilliant, let everybody know, you have to
14 say brilliant.

15 NEW SPEAKER: Brilliant.

16 MR. STEFANOVICH: There you go. Was
17 that a courtesy brilliant, because I couldn't
18 tell. You could be an actor. You are that
19 good. If I start a talent agency, you are my
20 first guy, I'm not kidding.

21 I talk about drinking so much, I'm not
22 an alcoholic, I drink maybe three beers a
23 month, maybe five beers a month. My drink of
24 choice is beer, a good, cold diverse some
25 kind of beer. There are people that you go I

1 want to have a beer with you.

2 NEW SPEAKER: Brilliant.

3 MR. STEFANOVICH: Thank you very much.
4 It's been a pleasure to be here.

5 So, the deal is say brilliant because
6 it keeps the conversation going. Another one
7 is -- anyone see the movie Big?

8 NEW SPEAKER: Yeah.

9 MR. STEFANOVICH: So Big is the movie
10 when Tom Hanks is a guy and he wakes up one
11 morning and he's a kid. And he is working at
12 the toy company, and when he goes in the toy
13 company meeting one day, and there's
14 executives up there and he's got the chart
15 and he's going up, the shares are going to go
16 up, and all the executives go, yeah, yeah, I
17 see what's going to happen, that's going to
18 be great for the return on everyone's
19 investment, and that's great distribution,
20 blah, blah, blah, blah, blah. And they are
21 all kind of nodding their head with a bunch
22 of yeah, yeah, yeah, yeah, and no one is
23 really kind of saying what's on their mind.
24 But what does Tom Hanks do in that movie? He
25 goes, I don't get it. Perfect and brilliant.

1 And the body language to accompany what you
2 just said is he goes like this with the
3 squinted eye, and he's -- and he's playing
4 with this toy, remember.

5 NEW SPEAKER: Transformer turns into a
6 building.

7 MR. STEFANOVICH: Transformer that
8 turns into a building. Who wants a building
9 that turns into a robot. And he goes, I
10 don't get it. Say I don't get it. The
11 smartest people I have working for me at Play
12 MBAs, Harvard MBA, smart smart people, don't
13 come in with big words and fancy kind of
14 theories, they come in with the ability to
15 say I don't get it. Can you make that really
16 simple and really understandable for me,
17 because no one will say that in a meeting,
18 and especially in the creative process,
19 because they are afraid to admit that they
20 don't know where the conversation is going,
21 but you've got to say I don't get it, because
22 it's usually the leaders that say that,
23 because they are doing it for everybody. You
24 have to do that in your process.

25 So, when you are talking about, Donald,

1 at your organization, how to get more
2 disabled people to sign up, if someone is
3 giving you an idea and you are not quite
4 sure, say I don't get it. I like it, but
5 just tell me more about that idea. That's
6 the second one.

7 And the third one is if you are in the
8 conversation, if you are in the type of
9 creative kind of conversation about how to
10 service our communities better through
11 emergency actions, have something to say, go
12 like this (indicating). And it's a hook and,
13 it's a polite interruption, because if I
14 stood up and he talked for the next 45
15 minutes, you would get one point of view.
16 But, would anyone like to hook onto anything
17 that's been said in the last 15 minutes,
18 which means I would like to add onto that. I
19 think I have an additional thought, I think I
20 could add something to that to make it
21 better. Any hooks? Anybody?

22 Force one, fake it. Lie. I don't
23 care. So, a hook would be -- Heywood, hook.
24 Heywood you got a hook, go ahead.

25 NEW SPEAKER: It's a broken hook.

1 There's nothing I can do with a hook unless I
2 have a line and sinker.

3 MR. STEFANOVICH: That's very nice.

4 NEW SPEAKER: And some bait.

5 MR. STEFANOVICH: I like that. So, I
6 love the fact that good comedians laugh at
7 their own joke. They were like I love that
8 joke I just told, I don't care if you do.
9 That's nice.

10 So, while we have the cocktails
11 parties, because you have got to know
12 people's stories, you want to come up here
13 and kind of chill out.

14 NEW SPEAKER: I can't put on this hat.
15 I'm out of uniform.

16 MR. STEFANOVICH: That is brilliant.
17 Can I wear that?

18 NEW SPEAKER: Okay.

19 MR. STEFANOVICH: I'm now in uniform.
20 So, why I asked you to have that cocktail
21 party is because you have got to know
22 people's story. So, here is what I would
23 like you to do. The objective part is how we
24 get and how we service the community broader
25 and more holistically in an emergency crisis.

1 And the Katrina stories up here were vivid
2 color in terms of there's a lot of people and
3 a lot of organizations and entities of
4 universes of people that probably aren't
5 getting service like they could.

6 So, in having heard one person's story,
7 what if you were to build an emergency -- an
8 idea in order to service the person you
9 talked to at the cocktail party to service
10 their needs. Because you know what all of
11 those people that you are talking about,
12 disabled, deaf, pet lovers, pet haters,
13 elderly, sick. You know, all those groups,
14 they are truly us. We live next door to
15 them. They are us. They are these people.
16 When Mark was telling me about just the whole
17 list, I immediately when we talked two weeks
18 ago about this presentation, he started going
19 through the list, and I said you know what,
20 I've got two little girls, and we live in a
21 long row house, and this long row house, my
22 wife and my bedroom is in the front and their
23 bedroom in the back, and if there's a fire or
24 something going on, it's a long way for me to
25 get to their bedroom, and so I'm thinking

1 they are actually one of these universes,
2 these pockets of people that need to be taken
3 care of.

4 They are two. And so they are us. So
5 in thinking about what you heard from
6 someone, let's use Jolynn, and who did you
7 talk to?

8 NEW SPEAKER: I spoke with Nancy.

9 MR. STEFANOVICH: What did you learn
10 about these guys?

11 NEW SPEAKER: They are CERT members
12 from Pittsylvania, recently an EMT. I can't
13 remember what we talked about.

14 MR. STEFANOVICH: It's okay. Go ahead.
15 Tell us about you.

16 NEW SPEAKER: My name is (I couldn't
17 hear) I'm born and raised and Pittsylvania
18 County. Moved away for 20 years and moved
19 back.

20 MR. STEFANOVICH: Okay. So let's stop
21 there, if I can just grab that. So it's a
22 person who moved away and moved back. So,
23 when that person moved away and moved back,
24 that's something a lot of people do. They
25 move away and they move back to their towns,

1 a lot of them. My wife and I some day want
2 to live in Chicago, because it's half way
3 between Detroit and Milwaukee. That's kind
4 of a town that makes sense for us. At some
5 point we will move there in our lives.

6 So, we are going to move back to
7 Chicago, but what if we brought some idea or
8 some sort of concept from the southeast,
9 because it's hurricanes and tornados, and it
10 is hurricane place, so what if one of the
11 things you do for a hurricane you could
12 actually apply ply to the things that are up
13 in the Midwest, which are tornados. So, what
14 if we as people who lived here for 20 years
15 learning everything about how to deal with
16 hurricanes brought an idea back to our
17 community on how to handle and how to adapt
18 to tornados in the Midwest?

19 What you are looking at is you are just
20 saying we are the people we have got to
21 service. And there's something to be learned
22 in each one of us that actually can be
23 applicable to servicing our communities
24 greater. So, when you talk to your spouse,
25 your friends, your relatives, neighbors,

1 et cetera, think about them as the
2 constituent. It is absolutely who we are.
3 It is all of us, fair.

4 NEW SPEAKER: Yes.

5 MR. STEFANOVICH: So, we need to get
6 ideas from everywhere and everyone because
7 that's what it's about. It's not talking to
8 just your world. And let me tell you a story
9 on how the rippling effect of having a
10 conversation that's beyond just your world of
11 the emergency -- how about I categorize your
12 world, emergency management preparation or
13 management world.

14 So, thinking beyond that would be a
15 great story, and you guys might know this
16 story in more detail than I, but I am going
17 to give it to you in broad sketches and you
18 tell me where I was right or wrong on this.
19 There was a gentleman in the 1970s driving
20 down the road, and as he drove down the road,
21 he got stuck in some traffic. And as he got
22 into this traffic, he needed to get to work,
23 he wanted to get to work to do good things,
24 he was anxious because he was going to be
25 late for work, it was just the morning, so it

1 was the morning kind of like anxiety going,
2 rush hour, anxious, tense, et cetera.

3 But, as he started to drive on in the
4 traffic, he started to realize that there was
5 a very, very seriously wrecked car or two
6 cars in front of him, and as he drove by
7 them, he became inspired. Why he became
8 inspired was the fact that these people who
9 were critically injured were not being
10 serviced as quickly as they should be. And
11 as he drove on, he started to take this
12 inspiration and just think about it and
13 create ideas in his mind that actually might
14 address that thing that he saw. How to make
15 that better. Creativity is not a complex
16 thing. It's simply moving something forward.
17 That's it.

18 I told my mom that recently. She goes
19 you get paid to do that, just move something
20 forward? I go, yeah. That's what we do. We
21 just move something forward. What he wanted
22 to move forward was those people that were
23 wrecked in the cars help, he wanted to move
24 them forward faster, and get them to a
25 healthy environment and a treatment

1 environment faster.

2 So, as he drove on based on this
3 inspiration, he started creating in his mind
4 and he got to Johns Hopkins, where he worked
5 in the ER department, and he started talking
6 with all the ER doctors, so it is five of
7 them, and we are talking, you know, there was
8 a car wreck, and I want to make sure -- I
9 don't know if there's a better way of getting
10 the people treated faster, and I would love
11 to talk about it, AND let's just think about
12 it as a group of passionate people who simply
13 just care.

14 So, they started talking and then the
15 conversation went beyond the emergency room
16 and it went to Johns Hopkins, the larger
17 institution, and then it went to the medical
18 industry kind of as a large, and then it went
19 to backyard conversations and barbecues and
20 pool conversations and telephone
21 conversations, and just a bunch of people all
22 the people that are connected with everyone
23 at Johns Hopkins, wife's, relatives, friends,
24 patients, et cetera. And they started
25 talking about this topic, simply talking

1 about and creating thought about the topic of
2 how to get this thing to move forward. Make
3 it better. Just make it better.

4 So, out of this conversation, I am
5 making this hard for you, I'm sorry. He's
6 like, God, I just want to -- I was like a
7 little mini movie of comedy I saw you doing,
8 this guy has taken my hat and he's...

9 So, out of this conversation came this
10 innovation and this innovation is something
11 that you guys are all too familiar with, and
12 it's Medic One. So, this guy, Michael Copus,
13 drove passed this accident and was inspired
14 to do something good. And he started having
15 a creative conversation. And out of this
16 creative conversation came this innovation,
17 and that innovation is that helicopter that
18 in those 20 years saved hundreds of thousands
19 of people's life, because all they did is ask
20 what if we brought the hospital to the
21 patient instead of taking the patient to the
22 hospital.

23 So, write down what if, and steal that
24 as a question. What if you just, what if
25 your world -- a little bit more finitely.

1 If you are talking about how to get
2 more disabled people signed up, Donald, you
3 would ask yourself what if they signed up at
4 birth. What if everyone signed up at birth,
5 just an idea. What if everyone was asked to
6 sign up at birth, knowing that you are either
7 born with a disability or over time you might
8 take on a disability. But, then we actually
9 have a database of everyone that's born and
10 then selects and deselects people that have
11 disabilities and non disabilities over time,
12 so we actually don't have to the issue of
13 having to find them and get them signed up
14 because they are already signed up.

15 So, what if we brought the hospital to
16 the patient instead of taking the patient to
17 the hospital.

18 So, 20 years later Michael Copus was in
19 a car wreck, he had a cardiac arrest at the
20 wheel of his car and he hit a tree, and his
21 own invention saved his life. How cool is
22 that?

23 And so what it leads you to think about
24 is the fact that an inspiration, being
25 inspired, being passionate and being someone

1 who cares leads it a creative conversation,
2 just a creative conversation, and what I mean
3 by that is go back to your teams, or your
4 organizations, and just say let's have a
5 creative conversation. We don't have to
6 brainstorm, we don't have to do all of those
7 different tricks to be creative, we just have
8 to talk about it because we are inspired and
9 intelligent and passionate group of people.
10 What if we just ask that question, and watch
11 how fascinating neat things come out of it,
12 like Medic One.

13 So, not only did it save hundreds of
14 thousands of lives over the course of 1970 to
15 1990 something, but it also saved the guy who
16 invented it. Pretty cool.

17 Why I share that story is because if we
18 are talking about getting more people
19 involved in the emergency kind of management
20 world, it needs to be not just us. And I say
21 us inclusively, me with you, you guys who
22 work in the field everyday, it has to be
23 every single person. They have to know that
24 they want to make this world a better place,
25 they have to know that they can actually have

1 some action and some movement on making this
2 world a better place. So, if they hear
3 stories like the Michael Copus story, if you
4 ask them what inspires you, because whatever
5 inspires you actually can be the creative
6 paddles for you to create something good
7 around your topic of emergency management.

8 So, here's a great example. My
9 nextdoor neighbor is a real estate agent, he
10 owns all the Remax franchises in Richmond,
11 he's is a real successful guy in a lot of
12 ways, both from a parent and financial, just
13 a good guy. He does a lot for the community.
14 I hold him on a huge pedestal. This guy, I
15 love him, and he's interesting, he's quirky.
16 And I love him for that, too.

17 One day while I was outside, we live in
18 the city, and I was outside, and we were both
19 kind of tinkering with our cars, and I was
20 cleaning mine out, and I was doing something
21 not very important, and he was getting his
22 serviced for being a better emergency
23 vehicle, because he said he needed to have
24 three flashlights in every car. And I was
25 like where did this come from. This guy is a

1 real estate agent and he wears bow ties and
2 he doesn't seem like the kind of guy that
3 says you would need to have flashlights in
4 your cars. You need to have three
5 flashlights and batteries to fit all of them,
6 and two extra pairs of batteries, and that is
7 like 12, 15 batteries. And he goes and you
8 need to have three different raincoats in
9 your car, too. I go three different rain
10 coats, why three. And he goes because you
11 need to have a variety of raincoats, and how
12 often do you have a raincoat on that's too
13 hot or too cold; right, because they are
14 built just to kind of keep the water off, not
15 built to keep you warm or cold. So, he said
16 you need to have three raincoats and three
17 flashlights, and a bunch of batteries in your
18 car. And I was like, really. So I'm
19 thinking how fast do I get to Lowe's, because
20 I'm not doing my duty. I simply asked him
21 more about this, he said I'm really concerned
22 because when I pass people on the road, I
23 want to make sure that they have the
24 equipment, and often times I think that the
25 things they will need are flashlights. And,

1 if it is raining, you need a raincoat because
2 there's nothing you can do if you are wet.

3 I was like really. So he goes really.
4 These raincoats aren't for me, if I see
5 someone on the side of the road, I will give
6 them a raincoat if it's raining if they are
7 servicing their car or whatever.

8 So, all the sudden you take Tom's
9 inspiration and passion for making the world
10 better, he is a real estate agent. And what
11 if you -- what if we actually had a campaign
12 that had everybody put flashlights in their
13 car, and what if we had a campaign that
14 everyone made sure that you had the right
15 type of raincoat in your car for emergencies.

16 I have no idea if that's an important
17 component of emergency preparedness or
18 management or not. But, it feels like it
19 could because it actually could have this
20 really interesting ripple effect on maybe
21 just making it a rely actionable thing that
22 everybody could do that actually makes my
23 world a little bit better from an emergency
24 preparation standpoint and kind of puts it in
25 their hands. That's something that I think

1 is really, really important is putting this
2 topic in the world of the user's hands as
3 opposed to us thinking about all the
4 solutions ourselves.

5 Because we can think about them and we
6 know the world really really well, but let's
7 just let the whole world think about them as
8 well.

9 Just a thought.

10 So here's another one. Who actually
11 let's do this for a second. Everybody for
12 the next 10 seconds right did you know a
13 comedy routine or a joke, because in about 15
14 seconds I'm going to ask for two or three of
15 you to come up here and make everybody laugh,
16 okay. Go ahead.

17 Everyone just left.

18 Are you ready? Why, because you are
19 looking down to the right, which means don't
20 ever look at me. And Claudia come up. And,
21 Robert come up. So, the three of you come on
22 up. So come on up. And so when I asked you
23 guys to think about this, who in the room
24 went like this? There's three categories who
25 went heck, yeah, I'm ready. Right here. So

1 he's like, I've got a joke, bring it, bring
2 it, bring it. I've been waiting to tell a
3 joke all day. And then the other people are
4 like if he calls on me, so what; if he
5 doesn't call on me, so what, I will just kind
6 of go through the routine, it's a given,
7 whatever. And the other people went oh, my
8 God. Do not pick me.

9 So, right. Is that the way it was. So
10 how many of you guys have a joke up here, any
11 of you?

12 NEW SPEAKER: No.

13 MR. STEFANOVICH: Fine. I don't do
14 jokes either. I do not do jokes and that's
15 where my friends don't golf with me, because
16 you have got to be like kind of a joke
17 teller. I don't tell jokes, so I don't get
18 asked to play golf. Do you have a joke?

19 NEW SPEAKER: No.

20 MR. STEFANOVICH: So, what's the worst
21 thing that would have happened if these guys
22 would have come up here and told a bomb joke,
23 I'm talking really bad.

24 NEW SPEAKER: We would have teased them
25 at lunch.

1 MR. STEFANOVICH: And then what.

2 That's a perfect answer. What's your name,
3 Sue. What's your name Sue, that's good. I
4 have never been a military man before.
5 Sergeant, first class. Is that the right
6 hand? I don't even know. Is it right or
7 left?

8 NEW SPEAKER: Right.

9 MR. STEFANOVICH: So, we would joke at
10 them at lunch and then what, you would have
11 probably laughed a little, and then you would
12 have probably said Claudia, that's so funny,
13 you were so funny up there. I love your
14 shirt. And you know what, I love the way you
15 smile, because look at how she is holding her
16 hands. Do you not love Claudia? Look at
17 her. She's very loveable. Who doesn't want
18 a Claudia in their life?

19 So, all the sudden you befriend her and
20 all the sudden you kind of get out there and
21 you connect with Claudia, and then you e-mail
22 her, and then you actually become friends,
23 and then you have cookies and lunch with her,
24 and then you have dinner with her, and then
25 your daughter and her daughter become sisters

1 and they go to college together. And you
2 have no idea, you have no idea.

3 But, what I'm talking about is taking a
4 little bit of a risk really doesn't have the
5 ramifications you think it does.

6 And this is a weird one.

7 If you guys don't have a joke, have a
8 seat.

9 Because taking a risk, you
10 immediately when someone says do something
11 like that, you immediately become fear
12 ridden. Because you think, you know what,
13 oh, my gosh, I'm going to get up there and
14 I'm going to tell a joke, it's going to bomb,
15 I'm going to be the laughing stock. But,
16 it's actually just the opposite; you become a
17 part of the world and a community of this
18 thing as opposed to a person who is just
19 sitting back.

20 So, take a little risk because the
21 things that come out of it are probably
22 actually better than the things that you
23 assume them to be. It's really not that bad.

24 And so what if, and this is a weird one
25 to talk about in the context of your world,

1 what if you took a little bit of a risk in
2 terms of preparing people for emergencies.
3 What would be a the riskiest thing to do as
4 it relates to emergency preparedness?
5 Nothing. We did nothing. So, play that out
6 a second and turn that into an interesting
7 thought.

8 The worst thing we could do, the most
9 radical and riskiest thing we could do is do
10 nothing. So, if we did nothing, what would
11 happen?

12 NEW SPEAKER: Nothing.

13 NEW SPEAKER: Chaos.

14 MR. STEFANOVICH: Chaos, is one answer.

15 NEW SPEAKER: People would die.

16 MR. STEFANOVICH: People would die.

17 NEW SPEAKER: Property would be lost.

18 MR. STEFANOVICH: Property would be
19 lost.

20 NEW SPEAKER: Anarchy.

21 MR. STEFANOVICH: So, these are all the
22 things that would happen based on the
23 paradigm of you are the problem solvers for
24 emergency management. But, what if we didn't
25 do anything in this room, and he said you

1 know what, we think it's a more holistic
2 approach, and we think you need to be looking
3 at emergency preparation in your household
4 and the members of your household, and we
5 want you to customize it, and make it so
6 individual that it meets your specific needs.

7 NEW SPEAKER: Brilliant.

8 MR. STEFANOVICH: Why is that
9 brilliant?

10 NEW SPEAKER: That's the message we are
11 trying to tell them anyway.

12 NEW SPEAKER: Because it's something
13 that becomes a part of your culture on a
14 daily basis.

15 MR. STEFANOVICH: Perfect. Say it.

16 NEW SPEAKER: Perfect. We take care of
17 ourselves and we think about it, then when
18 the emergency comes, we don't have to say oh,
19 my gosh, what are we going to do because you
20 have already thought about it.

21 MR. STEFANOVICH: Right. Just imagine
22 if I heard in a public campaign, and this is
23 not a perfect scenario, but let me play it
24 out to show you, if you guys did a national
25 campaign and told me, Jill, Lotti, Grace, and

1 my dog Gecko, at 1425 Row Avenue, that you
2 guys had just gone out of business. What do
3 you think I would do? I would be a lot more
4 sensitive to this topic. I would become an
5 owner of the topic. I would be completely
6 enamored by it, I would live and die it. I
7 would come home five nights a week and do
8 something, kind of look at my house and see
9 what was going on and making sure that
10 outlets were unplugged, and make sure that I
11 had fire controls and make sure I had a good
12 out system in terms of if there is a
13 terrorist attack in Richmond, in terms of
14 what road to take. Right now I have no clue.
15 Seriously. Why? Dependency.

16 NEW SPEAKER: Exactly.

17 MR. STEFANOVICH: Total dependency.
18 So, that's just an example of not saying we
19 are going out of business, but saying what if
20 we were. So, what if you had a campaign what
21 if we went out of business. What if there
22 were no national emergency management things
23 and you just gave me a little bit of point of
24 view of it's a little bit of your world of
25 personalization, but we are not going out of

1 business, we are the infrastructure you are
2 the specific need set within your house.

3 NEW SPEAKER: Brilliant.

4 MR. STEFANOVICH: It makes me think
5 about it more. So that's taking a -- that's
6 a very risky approach.

7 But, let's try another one. Let's try
8 one where who has had a coke at the San Diego
9 zoo?

10 Who has had d water at the Sheraton
11 West on Broad Street?

12 NEW SPEAKER: Oh.

13 MR. STEFANOVICH: Who has had a beer in
14 any bar?

15 Who has had a gimlet in any sleezy
16 lounge in LA?

17 I want to have a gimlet with you more
18 than I want to have a beer with Heywood. You
19 had a gimlet in a sleezy LA lounge? That
20 means you want to have a conversation with
21 Grace in the next few days. She's got a lot
22 of texture. A lot of personality going on in
23 that very demure exterior. I know there's
24 some deep stuff going on in there.

25 So, who has had a Hawaiian punch at the

1 Toys-R-Us in Toledo?

2 Who has had a Margarita at Los Elaso in
3 Arizona?

4 THE WITNESS: I have.

5 MR. STEFANOVICH: So, who has been at
6 the an old-fashioned pendentes club in
7 Louisville, Kentucky on derby day?

8 So, remember that term I used,
9 experience everything to empathize with
10 everyone. You have to be able to walk in the
11 shoes of your constituents to be able to
12 understand what their needs are.

13 You need to be able to take a slice out
14 of the house at 1424 Roe and look down inside
15 and see how Grace, Jill, Lotti and I live.
16 You need to have a changed perspective.

17 How many of you sit at a mall or how
18 many of you sit at the airport or when are
19 you driving down the road and look at someone
20 is wonder what's going on in their head.
21 What's their world. And you just -- people
22 watching. It's simple people watching. Who
23 likes to have a changed perspective. So here
24 is what I would like to you do for three
25 minutes, I minute and a half times two. I

1 would like you to -- and this is something we
2 at Play do, and it's call a five and five,
3 and I am going to do it in a minute and a
4 half and minute and a half and I would like
5 to you turn to the person next to you and I
6 would like for one of to you in your mind
7 each one of you pick a topic you have been
8 thinking about in terms of emergency
9 preparation. Just a big, big macro thing or
10 very small thing, you have been thinking
11 about to make it better. Just something you
12 have been floating in your mind. You know
13 why I ask that, because everybody in this
14 room has got one big idea to make this thing,
15 emergency management better. You are
16 professionals. You are in it because you
17 love it and you are passionate about it. You
18 have got one thing on your mind and you are
19 just playing out your mind and kind of
20 working at a topic and you have got it going.
21 It's one thing that you see as a better way
22 to make this system work. And so have that.
23 And what I would like you to do is turn to
24 the person next to you and I would like you
25 for 90 seconds talk to them all about it.

1 Just talk. And while that other person,
2 while one person is talking the other person
3 can't say one word. They have to just listen
4 to you. They have to listen to you. Okay.
5 And then after 90 seconds, the first -- the
6 next 90 seconds the second 90 seconds the
7 person who listen just gets to talk back at
8 and you tell you what they heard and make
9 additional ideas or thoughts from that. Have
10 you to build on that idea and say what I
11 heard was so-and-so and what if you tried and
12 have you thought about contacting and I
13 thought would be a really good idea if you
14 start that in Toledo and wouldn't it be a
15 good idea, and you just give that person
16 feedback. Okay.

17 So, what you want to do is turn to a
18 person and figure out which one of you want
19 to be really quick. You can have one person
20 say I've got one and just have the person
21 talk for 90 seconds and the next 90 seconds
22 the person talks back to you.

23 Ready. 90 seconds, go.

24 Five, four, three, two, one. Switch.

25 Exact opposite. Now the person talks

1 back to you and tells you everything they
2 heard and gives you ideas to that idea. Go.

3 Five, four, three, two, one, stop. 90
4 seconds. See what happened. That was three
5 minutes, let's see what happens. Someone
6 give us what happened. What happened in your
7 conversation right here.

8 NEW SPEAKER: She had Stefanovich he
9 have you told them about what.

10 NEW SPEAKER: She had some resource
11 asks kind of gave her a couple ideas
12 Stefanovich your need was.

13 NEW SPEAKER: To better communicate
14 with public information offers across the
15 state.

16 MR. STEFANOVICH: And your ideas are
17 contacts.

18 NEW SPEAKER: Yes.

19 MR. STEFANOVICH: So, it can be as
20 little as contacts who helped build on the
21 idea someone had. What if you were to try or
22 have you thought about, go ahead.

23 NEW SPEAKER: I had a concern about how
24 you enforce a quarantine should there be an
25 actual medical emergency, either a terrorist

1 event or Avian flu, as everyone is talking
2 about, and this gentleman actually was
3 through a quarantine in the 1950s, and his
4 experiences, having been through that, was
5 giving me some ideas to work with.

6 MR. STEFANOVICH: That's cool. So,
7 this one was talking about just the need for
8 something and the other person having an
9 enormous amount of experience giving them
10 concepts. Before you can create you have to
11 have context. so be a data analyst, get all
12 the information understand get all the stuff
13 you need to kind of be able to work from and
14 then you can create great thought. so we know
15 your topic intentionally and so that was a
16 great exam of just getting experience. A
17 gentleman -- so was that protect tough.

18 NEW SPEAKER: Yes.

19 MR. STEFANOVICH: So, you purposely
20 have to be quite for that last 90 seconds to
21 let the person talk back to you and if you
22 talk to a person with intelligence and
23 instinct and passion, they are going to give
24 you something that is going to help you wrap
25 your mind around that topic different.

1 But, the changed perspective on the
2 topic of emergency management I think is
3 brilliant, brilliant work because we have
4 been at it a long time and also some new
5 things shaping the game differently. Big
6 natural disasters, huge terrorism, the world
7 has changed radically. So, imagine doing
8 this with your 12-year-old nephew. Imagine
9 doing this with your neighbor who knows
10 nothing about emergency management
11 preparation. Imagine doing this with the cab
12 driver, the check out clerk, with your
13 favorite cousin that you just love. That
14 they owe you that 90 seconds. And they know
15 if it's pretty important to you, that they
16 will give you that 90 seconds because that's
17 a changed perspective. That's really
18 important.

19 When I thought about this over the last
20 couple of weeks after talking to Mark was
21 probably my most driving and most singular
22 point that I would like to make is having a
23 changed perspective on this topic is one we
24 will like to have. Get outside the world of
25 you guys talking to yourself. You need to

1 have a different perspective. So, how you
2 get a different perspective is it's not easy
3 because you know what, you know it you all.
4 If you were to look at the 150 people in this
5 room, nowhere in the world, very likely, is
6 there another room with this amount of
7 collective wisdom or passion around this
8 topic right now at this minute. Think about
9 it. In the world. In the world, there's
10 probably not another room with this much
11 experience and passion. Maybe somewhere in
12 Denmark they are having an emergency
13 preparation, whatever. But, probably only a
14 couple on our hand that might have this
15 intellect and passion on this topic. But,
16 you really know it so well and sometimes you
17 know it so well you get so inside of yourself
18 and you forget to look outside for
19 perspectives.

20 And my wife, any time I need an outside
21 perspective, she is my loyal opposition.
22 Steal that term. Who is your loyal
23 opposition? Who is fiercely loyal to you and
24 the topic of emergency preparation, but
25 always comes in a counterintuitive or

1 alternative point of view? Who is that
2 person? Talk to them. Talk to them. Make
3 them be on your personal board of directors.
4 So who is going to be on your personal board
5 of directors because you are first name.

6 NEW SPEAKER: Jennifer.

7 MR. STEFANOVICH: Jennifer is in the
8 emergency preparedness business in some
9 degree, so you are going to call five of your
10 people in your world and say, you know what,
11 you are on my personal board of directors and
12 you have the distinguished right and
13 privilege to be able to talk to me every time
14 I call you. And you, by the way, have to
15 talk to me because you are on the first board
16 of director. It doesn't pay well other than
17 a couple of beers or dinners, but that's what
18 you get for being on my personal board of
19 directors and they are loyal oppositions
20 people that will give you a fiercely loyal
21 point of view because they are loyal to you
22 as a person, but they will give you an
23 opposing point of view. You want guy that we
24 looked to worked with he carried a little
25 card in his pocket and on that card it said

1 he would be talking to someone so just
2 imagine, Mary Ann, you work for me okay. So
3 you have an idea and your idea is what?

4 NEW SPEAKER: My idea is to link needs
5 with resources.

6 MR. STEFANOVICH: So, the idea is to
7 link needs with resources in the community.
8 And I'm sitting there and, you know what, I'm
9 thinking about the meeting I've got to get to
10 and the lunch I'm supposed to have, and I'm
11 going Mary Ann, that's really good, and you
12 know that's good, we will talk about that
13 later. Can you send me an e-mail on that and
14 we will talk about that later, can we get to
15 that, let's set up a meeting, talk to my
16 assistant, that will be great, perfect, see
17 you. That's how it normally happens.

18 But, what he carried around a card
19 because the world is busy, really busy, and
20 by the way, the boss always knows most;
21 right, I'm the boss and I know that most of
22 all that I don't know half as much as the 24
23 year old that I just hired in the last year.
24 But, what this guy did so brilliantly is he
25 carried a card around in his pocket that said

1 they may be right.

2 And he put his hand on his card every
3 time he was talking to someone, he said, you
4 know what, let me -- let me sit down with
5 you, let me hold this card in my pocket, in
6 my hand, just look at you with passion and
7 kind of inspired point of view, and say you
8 know what, you absolutely may be right. We
9 match the needs with the demands and desires,
10 that's what it's about. So, let's just talk
11 about that for a good hour right now.

12 It's different. So, getting that
13 changed perspective and appreciating that
14 other people have a point of view on the
15 topics that you think about because you drive
16 around and you think about it all the time,
17 you need to get a changed perspective.

18 NEW SPEAKER: What about that meeting?

19 MR. STEFANOVICH: I blew it off. We
20 talked for an hour and we got some good
21 ideas. We actually went to lunch. Never
22 underestimate the power of a good lunch. I
23 had a young man, he worked for me, he came
24 in, he said Andy, I went to VMI, you hired me
25 to be the person that greets people and gets

1 their coffee, and takes care of them and gets
2 them music, all that stuff. I'm the front
3 end, I'm the receptionist, and I've been
4 coming home and I get this check. I get
5 money in my account. I don't know how, where
6 does the money come from? I know we do work
7 for customers, but I don't know how this
8 money gets to my bank account. And I go,
9 it's called automatic draft. Do you know
10 what that is? And he goes no, I don't know
11 what that is, Andy. I don't know what
12 automatic deposit is. I go, John, let's go
13 to lunch. And we went to lunch and we had a
14 good submarine sandwich and we talked for a
15 couple hours and I talked about accounts
16 receivable, payable, assets, liabilities,
17 associate developments, client relationships,
18 margin, profitability, all of the stuff that
19 I assumed this 24 year old knew. He's 24,
20 23, right out of VMI, smart guy. I just
21 assumed. And he came back after lunch and he
22 said never -- and it said on the card never
23 underestimate the power of a good lunch. He
24 became a rock star. He moved from concierge
25 to junior consultant, to consultant in 18

1 months, and we haven't had a person do it
2 since. I told him what the world is.

3 How many people are you working with,
4 you give them a little bit more information
5 to work with, they will become a rock star.
6 You assume they know everything. So, I was
7 driving in a car at Disney and there's
8 this -- five minutes, five minutes.

9 Are you guys ready to go? We are
10 spending three more hours. Thank you, Mark.

11 So, I will blow off that story because
12 it's not as good. Okay. I was in a car at
13 Disney and I'm driving over in this road and
14 it says Celebration, and it is Celebration,
15 they have speed bumps and Celebration is a
16 planned community, and when we drove over the
17 speed bumps, I heard this, thump, thump,
18 thump, thump, thump, thump -- anyone
19 recognize that?

20 NEW SPEAKER: Yeah.

21 MR. STEFANOVICH: What?

22 NEW SPEAKER: M-I-C-K-E-Y M-O-U-S-E.

23 MR. STEFANOVICH: Go over the speed
24 pumps at 15 miles an hour in Celebration and
25 you will hear that.

1 If you think you are done, you are not
2 done. That's what I wrote down on the card.
3 Never done. Disney trip, Disney speed bumps,
4 never done. You are never done until you are
5 done. We can talk about these topics to take
6 the most granular, not so sexy things in the
7 world, flashlights in cars, and make that
8 your message and drive home that way. And of
9 all the things they did at Disney, and all
10 the things that they did to empower me, to be
11 a part of me, what moved me the most? Speed
12 bumps. Because I could feel them, I could
13 feel their passion for making them a part of
14 me and me a part of them.

15 What is the small thing? The one
16 degree change you can have, the one degree
17 change you can have on your business, it
18 could have an amazing effect. We were
19 working with Ford a couple of years ago, and
20 we had a very average first day with this
21 client, a bunch of Ford engineers. And the
22 second day I walked into the session with
23 Jeff, my teammate, and I said Jeff, what are
24 we going to do. And he said I've got an
25 idea, and we walked in, and it was a

1 beautiful winter wonderland in Detroit. And
2 he said Andy, just trust me.

3 So, he pulled all the 50 engineers up
4 to the window and he said you guys look out
5 this window, what do you see?

6 Is this a cue, Mark. You are killing
7 me here. Killing me. Lunchtime.

8 So, he says come up to the window. So,
9 he says, let's go up to the window, look out
10 the window, there is this beautiful winter
11 wonderland. Driving in from the hotel this
12 morning, into Detroit, to the conference
13 center today, what went through your mind.
14 They said it's a beautiful winter wonderland
15 and, gosh, I was thinking about the Christmas
16 holidays that are up coming and spending time
17 with my relatives, and I was listening to
18 Christmas music.

19 And he said what if it was one degree
20 different. What if it was 33 degrees not
21 32 degrees? What would you have been driving
22 into? Slush, rain, and in Detroit where I
23 grew up, it's cold, freezing rain. When you
24 breathe in, your nostrils get stuck together.
25 It's cold. Real cold.

1 NEW SPEAKER: Real cold.

2 MR. STEFANOVICH: Richmonders don't
3 know that kind of cold. He said if it was 1
4 degree different, think of the difference.
5 He said what would have been going through
6 your mind at that point? He said I might not
7 have been listening to holiday music, I would
8 have been thinking about that Christmas bonus
9 I didn't get, and I would have been listening
10 to AM news radio, and about the economy being
11 bad and spending time with those relatives I
12 don't like.

13 So, one degree. What's the one thing
14 you can do with your aspect of emergency
15 preparation and change it just one degree for
16 huge impact. What's your elegant solution?

17 An elegant solution is the one little
18 small lever you pull in order to have
19 enormously different impact on everything
20 that is happening within your world. The one
21 thing. What it is is that one thing you feel
22 intuitively, intuitively, is the lever. You
23 walk around with it every day going I know I
24 need to did a little bit more on that, I know
25 there's opportunity in that little aspect of

1 what I do and I need to develop that in its
2 richest and finest hour. That's what you
3 need to figure out is that 1 degree. It's
4 not 180-degree creativity. It's just 1
5 degree creativity. It's just a little,
6 little switch.

7 Write down on a card over the next
8 couple of days, what am I going to start
9 doing, stop doing, and that am I going to
10 continue doing in order to make my business
11 within emergency preparation better. Stop,
12 start and continue. And just make a list
13 within my world of collecting database on
14 disabled people, what am I going to start
15 doing that I think I ought to be doing, what
16 am I going to stop doing because it's just
17 getting in the way of me not doing it,
18 because I have been doing it forever. And I
19 think I can continue this process.

20 NEW SPEAKER: Excuse me.

21 MR. STEFANOVICH: Yes.

22 NEW SPEAKER: When you were -- before
23 you moved on to the never done card, you had
24 mentioned a card before that.

25 MR. STEFANOVICH: They may be right.

1 Is that it?

2 NEW SPEAKER: That's it.

3 MR. STEFANOVICH: Never underestimate
4 the power of having lunch. What I mean by
5 that is take your team, your colleagues, your
6 associates, your volunteers out to lunch and
7 tell them everything you know about the world
8 of emergency management. Give them context,
9 because then they can create. Just say let
10 me tell you everything I know after my years
11 of being in this business because I want to
12 give you all of what I know in order for you
13 to create off that. Then you say you know
14 what, now you know everything I know, go
15 create stuff that makes it better. That's
16 what you want to do.

17 I was in a cab in San Francisco and I
18 was driving around after a really emotional
19 experience, emotional, really spiritual, not
20 religious, but very spiritual, and I'm
21 driving around on a beautiful Sunday
22 afternoon, and I'm driving and there's this
23 crusty old man, he's about 95 years old, and
24 we are driving through this park, and I go --
25 I want to talk to somebody -- and I said

1 Mr. Cab driver, what are you thinking about?
2 What you thinking? And he said you notice
3 you never see a baby pigeon? And I go, what?
4 And he goes I've been driving a cab for 30
5 years and I've never seen a baby pigeon.

6 You never know what people are
7 thinking. You never ever know what people
8 are thinking. So, what you have got to do is
9 and this really scientific, very well thought
10 out question, what you thinking? What you
11 thinking? And you can simply ask people what
12 you thinking about emergency preparation.
13 What are your thoughts about emergency
14 management. What are your thoughts and
15 people will give us the ideas.

16 Because you know why, when you hear
17 them give you thought, you have the intellect
18 around this and experience around this topic,
19 you will be able to filter and vet the ones
20 that are appropriate and sensor out and
21 categorize in the right places. What you
22 thinking about this topic?

23 I had an epiphany on January 1st, 2000.
24 The day the world was supposed to blow up,
25 and my wife was at Target, and I was on our

1 couch drinking Gatorade and eating pretzels,
2 and I had an epiphany, and I may never have
3 one again, my mind was working as fast and
4 slow as it's ever worked my entire life. It
5 is scary but so cool. What I wrote down was
6 the importance or impact of something is
7 relative to the amount of passion behind it
8 and the clarity in front of it. So, how much
9 more passion collectively as a community can
10 we put behind emergency management. Where
11 are we going to tap the passion of the
12 community in order to be a part of this
13 topic.

14 How can we tap that passion? If you
15 talk to me in context of Grace and Lotti, I'm
16 all over it. I will do anything, I will
17 crawl on the world that's made out of gravel
18 on hands and knees in order to take care of
19 Grace and Lotti. It's unconditional
20 unabashed love. I love them more than the
21 world. Talk to me in that way and I will do
22 everything to think about emergency
23 management with you and I will create the
24 next idea for you that makes the world
25 better. Tap my passion.

1 The other thing is how clear can we
2 make it? How clear can we make this topic.
3 Really clear, don't make it complex. Make it
4 crystal clear and really over simplify. It's
5 taking care of people. That's what it does.
6 Don't overcomplicate it. When I hear
7 emergency preparation, emergency management,
8 I'm like, I like all of that, but I don't
9 know quite what it means. Make it very
10 visual. Give me a narrative, give me a story
11 that brings it to life. Jim Valvano, who
12 passed away of cancer in 1990 something, was
13 the coach of the North Carolina State Wolf
14 Pack, and he said you ought to do three
15 things every day. Three things in this very
16 impassioned speech, that's called The speech,
17 when he won this award for the sportsman of
18 the year on ESPN. Has anyone seen this
19 speech in the world? The speech. And if you
20 haven't seen it, please go on ESPN.com and
21 please pull up the speech because it is the
22 most moving couple minutes I've ever
23 experienced, and I live for passionate
24 inspirational moments in this world.
25 And this is the single one that brings

1 it home. He said in this presentation, just
2 months before he died of cancer, when the guy
3 on the TV camera was supposed to make him go
4 to commercial, saying wrap it up, wrap it up.
5 He said, you know what, I'm about to die and
6 I would like to tell the world what I think.
7 And I think you ought to do three things
8 every day. I think you ought to laugh, I
9 think you ought to think, and I think you
10 ought to bring your emotions to tears.

11 If we can do those three things within
12 the emergency management world, get people to
13 think about it, get people to laugh about it
14 in terms of just making it an understandable
15 human topic, laugh maybe is a severe word,
16 but it maybe out there. It doesn't have to
17 be so serious because sometimes people want a
18 little bit of levity and joy in their life,
19 and it is a little scary to be talking about
20 emergency management preparation to me, to be
21 very frank. It kind of scares me. It kind
22 of paralyzes me a bit. But, it makes me kind
23 of enjoy the process a little bit and make me
24 bring my emotion to tears. Show me through a
25 very narrative and visual and emotional story

1 how important it is to me. You've got me.
2 Laugh, think, and bring my emotion to tears.
3 So, think about. And in the next few days
4 use one of the lenses that we talked about,
5 with one degree of difference, look at much
6 more, change perspective, or asking yourself
7 what if, or do a 90/90 with someone you just
8 seen in the hall, and think about how to make
9 this world better. Because on behalf of me
10 and all of us that don't live in your world,
11 we thank you to death. We love you for it.

12 NEW SPEAKER: Brilliant.

13 MR. STEFANOVICH: Because it's really,
14 really important stuff. So, go to work and
15 do good stuff and change the world.

16 Thanks.

17 Mark, tell us about lunch. I went over
18 five minutes, I'm sorry.

19 MARK: Thank you from all of us for
20 coming in and sharing. And I am sure we are
21 all going to be more creative and inspired.
22 So, lunch, as has been mentioned, has changed
23 from what is on your agenda, it's now in the
24 pavilion. If you go out the main entrance of
25 the hotel, which is right in front of the

1 Shula's restaurant, go out the main entrance,
2 turn right, and then you will see a white
3 structure. That is the pavilion. And lunch
4 is starting immediately. So, we will see you
5 down there.

6 Thank you.

7

8 (Lunch break taken)

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